

Adult Community Corrections Division



**Prepared for the 61st Montana Legislature
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Presented by Pam Bunke, Administrator

Adult Community Corrections Division Mission Statement

The Department of Corrections enhances public safety, promotes positive change in offender behavior, reintegrates offenders into the community and supports victims of crime.

The Adult Community Corrections Division promotes the Mission of the Department of Corrections by providing effective supervision, sanctions, and alternative programs to adult offenders. The Division provides offender supervision and programming through professional staff that supports the needs and concerns of crime victims, their families and the citizens we serve.

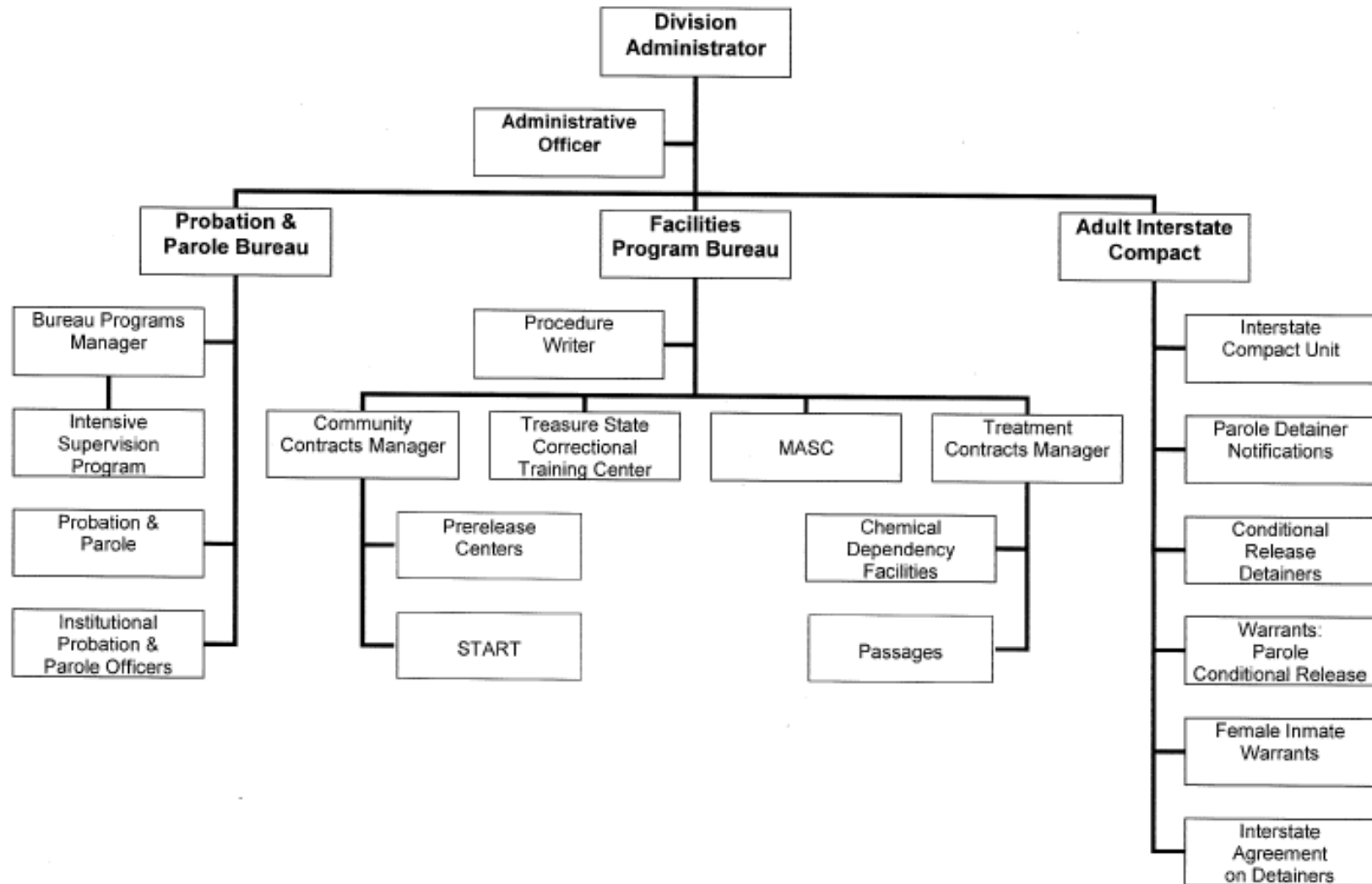

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Montana Department of Corrections

Adult Community Corrections Division

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PURPOSE OF THIS REPORT

The purpose of this report is to provide detailed descriptions of programs managed by the Adult Community Corrections Division of the Montana Department of Corrections. This division represents a major portion of the corrections system, responsible for the supervision and management of approximately 8 out of every 10 offenders under the state's jurisdiction.

Because of this responsibility, the division is a key component of the department's efforts to fulfill its mission by keeping the public safe, aiding offenders in successfully returning to communities and ensuring that victims' concerns and needs are not forgotten.

**MONTANA DEPARTMENT OF CORRECTIONS
ADULT COMMUNITY CORRECTIONS DIVISION**

Department Goals and Objectives:

Goal 1 Improve the safety of the Montana public and the security of our communities and homes.

Objective Manage a diverse correctional population through the strategic use of department and contract resources.

Goal 2 Promote public trust through openness, responsiveness and program evaluation.

Objective Provide the public access to department business.

Goal 3 Provide accurate, timely information and support that contributes to the restoration of victims of crime.

Objective Increase awareness of the needs of crime victims and respond to their concerns.

Goal 4 Reduce the risk that offenders will re-offend.

Objective Provide offenders with appropriate supervision, programming and work opportunities that encourage positive change.

Goal 5 Operate correctional programs that emphasize offender accountability.

Objective Provide offenders discipline, classification, restitution, and work.

Goal 6 Provide work and program environments based on professionalism, personal responsibility, and respect.

Objective Operate the division in an effective, safe, and fiscally responsible manner.

ACCD Key Tasks:

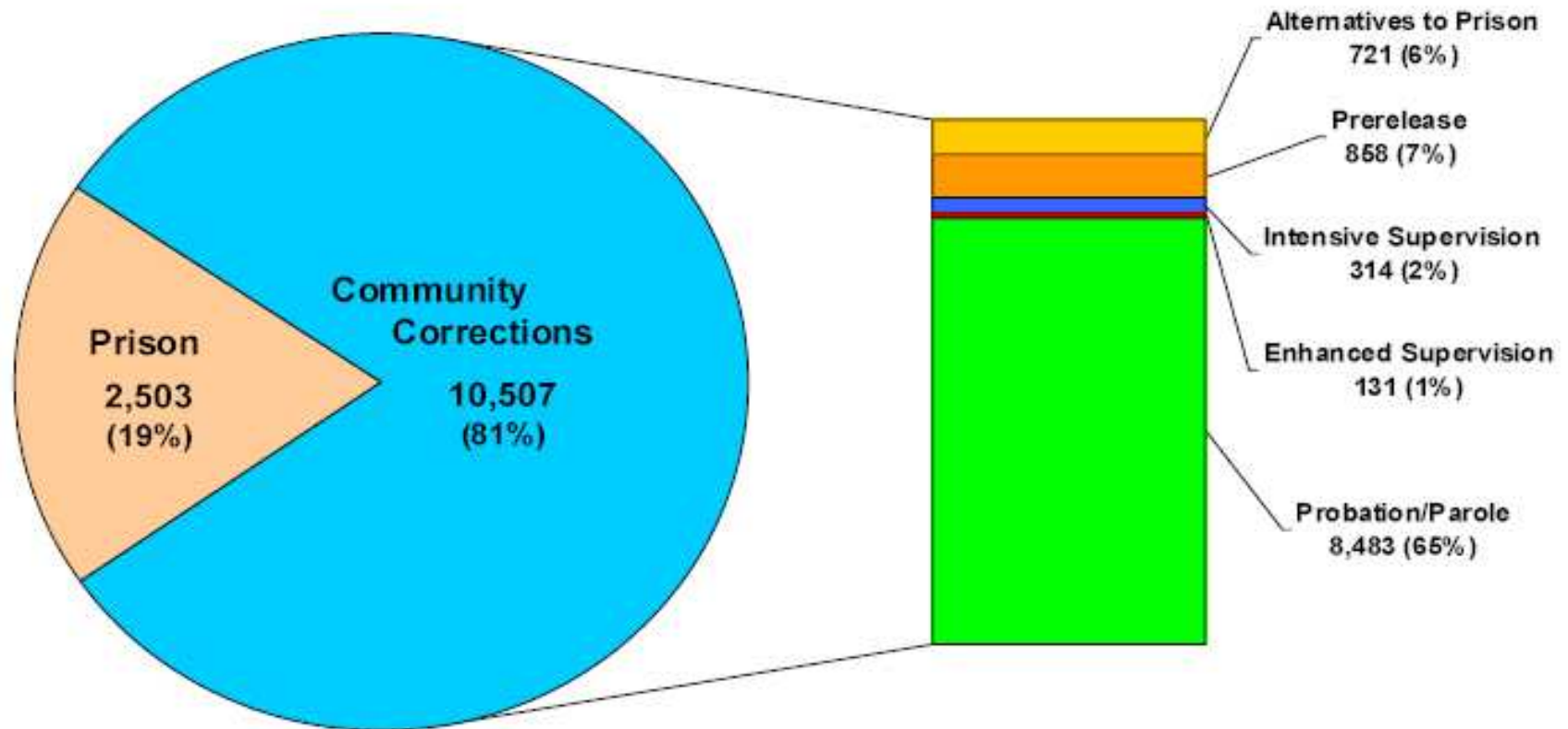
- ♦ Enhance community supervision through appropriate staffing levels.
- ♦ Maintain contracts with providers that have proven to be effective and safe.
- ♦ Utilize administrative rules when siting or expanding residential facilities.
- ♦ Continue to utilize the department's newsletter to share information.
- ♦ Improve methods to better evaluate programs.
- ♦ Require that all programs under contract with the division have an effective means of measuring success.
- ♦ Ensure that Treasure State Correctional Training Center (boot camp) staffing patterns allows for continuation of the victim's program.
- ♦ Ensure that division staff is specially trained to address the needs and issues of victims.
- ♦ Maintain access to the Criminal Justice Information Network (CJIN).
- ♦ Increase the collection of restitution payments by offenders.

ACCD Key Tasks (continued)

- ♦ Utilize the Missoula Assessment and Sanction Center (MASC), Passages, and Sanction, Treatment, Assessment, Revocation and Transition (START) facilities as intermediate sanctions for offenders who violate conditions of probation, parole, prerelease, or conditional release.
- ♦ Obtain adequate funding to allow for continued community programming, specifically in the area of substance abuse.
- ♦ Better utilize the intensive supervision program (ISP) as an alternative to imprisonment.
- ♦ Improve the collection rate of supervision fees and interstate fees.
- ♦ Expand adult community corrections programs that are cost effective and serve as a viable alternative to incarceration.
- ♦ Enhance professionalism, staff salaries, staff retention, and recruitment by utilization of the performance management program.
- ♦ Maintain oversight of the felony DUI programs to ensure the programs' effectiveness.
- ♦ Utilize MASC and Passages Assessment, Sanction and Revocation Center to ensure offenders committed to the department are appropriately placed.
- ♦ Establish prerelease programs and services in Region 5.
- ♦ Develop and provide training to ISP and prerelease center screening committees.
- ♦ Ensure that the methamphetamine programs are properly monitored and provide data indicating effectiveness.

Distribution of Offender Daily Population

13,010 Offenders under Supervision on June 30, 2008



Count data reported by facilities/offices at fiscal year end.

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ADULT PROBATION & PAROLE BUREAU ALTERNATIVES TO INCARCERATION



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PROGRAM HISTORY

In 1955, the adult Probation & Parole Bureau was established by the Montana Legislature. As stated in statutes *46-23-1001 through 46-23-1106, MCA*, the DOC was given the authority to:

- ❖ Appoint P&P officers and other employees necessary to administer this part;
- ❖ Authorize P&P officers to carry firearms, including concealed firearms, when necessary. The DOC shall adopt rules establishing firearms training requirements and procedures for authorizing the carrying of firearms; and
- ❖ Adopt rules for the conduct of persons placed on parole or probation, except that the DOC may not make any rule conflicting with conditions of parole imposed by the BOPP or conditions of probation imposed by a court.

In 1995, due to the executive reorganization of the Department of Family Services and the Department of Corrections and Human Services, juvenile aftercare (parole) was assigned to the newly created Department of Corrections.

In October 2001, the DOC created the Youth Services Division and juvenile parole was placed within that division. This move left the P&P Bureau responsible for adult offenders only.

GOALS, MISSION, PURPOSE

The bureau provides supervision of convicted adult felons. Supervision entails monitoring the conditions of P&P, activities and behavior of the offenders, and counseling and control of offender movements between programs and jurisdictions. P&P officers also serve as a referral source for offender programming. By integrating the delivery of services, the bureau strives to achieve its mission by:

- Enhancing the safety of the citizens of Montana through quality supervision
- Assisting victims of crime by providing referrals to victim resources, collecting restitution, offering victim mediation, and recognizing and respecting victim rights
- Assessing offenders' risks and needs, then providing appropriate supervision
- Assisting offenders in skill development, education, treatment, and training
- Assisting offenders in acquiring positive role models through professional conduct and mentoring
- Supervising offenders in community-based correctional programs as an alternative to prison incarceration
- Referring offenders to appropriate assessment and treatment services and monitoring attendance and progress
- Complying with legal mandates of the courts
- Ensuring that all bureau employees are visible and viewed as professionals in the field of corrections by closely monitoring and supervising offenders through community networking
- Providing surveillance of offenders
- Enforcing the conditions (standard and special) of supervision ordered by the sentencing court, BOPP, or DOC

ELIGIBILITY REQUIREMENTS

Montana's district courts are the top source of referrals for adult P&P. Judges primarily use a deferred imposition of sentence, or probation, with most first-time offenders.

The court also has the ability to impose a term of custody in prison or to the DOC and frequently suspends all of that term, placing felony offenders on probation. When the district judge wants to utilize an alternative to close custody sentencing structure, a sentencing order will direct that the offender be placed in the custody of the DOC. When the individual has completed the alternative placement (prerelease center, WATCH, Elkhorn, Nexus, Connections), the ACCD administrator and DOC director can approve their release and placement on conditional release with certain terms and conditions.

Offenders who are sentenced to the Montana men's or women's prison can be released on parole by the BOPP, which, like the courts, sets terms and conditions that govern how the bureau supervises and performs case management of the respective offender.

The offender is given the opportunity on community supervision to make changes in behavior and attitude, while being financially responsible for their actions.

An officer is required to be a counselor, police officer, and mentor to these offenders. They are also required to provide the necessary information and support to victims. The skills required of each officer are myriad and complex. An officer's influence on offenders to make more favorable life choices is our top priority.

Officers need to be armed with good communication, counseling, and persuasion skills. They must possess good writing skills and effectively communicate with judges, lawyers, treatment specialists, offenders, offenders' families, and all levels of law enforcement. An officer also needs to be equipped with firearms, evidence tape, cell phones, police radios, handcuffs, bullet-proof vest, protective search gloves and pepper spray. They work a variety of schedules to ensure evenings and weekends are covered and make themselves available to offenders, their families, and law enforcement.

Officers are required to stay current with the laws that apply to their duties and to the offenders. They must be familiar with the correctional system statewide, including the alternative correctional programs and intermediate sanctions available. The officer is always mindful to carefully balance the safety of the community and needs of the offender.

On any given day, over 9,000 felony offenders are being supervised by the P&P Bureau. About 81% of all offenders in the DOC system are serving their time on probation, parole, conditional release, ISP, or in an adult community corrections program.

P&P supervision and programming is a cost-effective, viable alternative to incarceration that promotes public safety.

COST OF SUPERVISION



Cost per day – Probation & Parole	
Plus general administration costs:	\$4.63
Cost per day – Intensive Supervision:	\$8.88

There are significant cost savings with community-based corrections, such as P&P, ISP and conditional release.

CAPACITY

Probation & Parole Bureau Fiscal Year End 2008

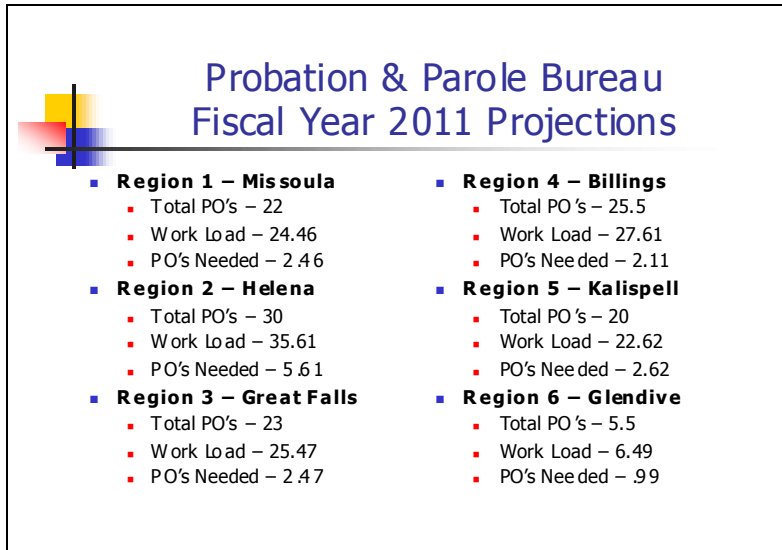
- **Region 1 – Missoula**
 - Total PO's – 22
 - Work Load – 21.75
 - PO's Needed – (.25)
- **Region 2 – Helena**
 - Total PO's – 30
 - Work Load – 31.65
 - PO's Needed – 1.65
- **Region 3 – Great Falls**
 - Total PO's – 23
 - Work Load – 22.65
 - PO's Needed – (.35)
- **Region 4 – Billings**
 - Total PO's – 23.5
 - Work Load – 24.55
 - PO's Needed – 1.05
- **Region 5 – Kalispell**
 - Total PO's – 18
 - Work Load – 20.11
 - PO's Needed – 2.11
- **Region 6 – Glendive**
 - Total PO's – 5.5
 - Work Load – 5.8
 - PO's Needed – .3

Probation & Parole Bureau Fiscal Year 2009 Projections

- **Region 1 – Missoula**
 - Total PO's – 22
 - Work Load – 22.62
 - PO's Needed – .62
- **Region 2 – Helena**
 - Total PO's – 30
 - Work Load – 32.92
 - PO's Needed – 2.92
- **Region 3 – Great Falls**
 - Total PO's – 23
 - Work Load – 23.55
 - PO's Needed – .55
- **Region 4 – Billings**
 - Total PO's – 25.5
 - Work Load – 25.53
 - PO's Needed – .03
- **Region 5 – Kalispell**
 - Total PO's – 20
 - Work Load – 20.91
 - PO's Needed – .91
- **Region 6 – Glendive**
 - Total PO's – 5.5
 - Work Load – 6
 - PO's Needed – .5

Probation & Parole Bureau Fiscal Year 2010 Projections

- **Region 1 – Missoula**
 - Total PO's – 22
 - Work Load – 23.52
 - PO's Needed – 1.52
- **Region 2 – Helena**
 - Total PO's – 30
 - Work Load – 34.24
 - PO's Needed – 4.24
- **Region 3 – Great Falls**
 - Total PO's – 23
 - Work Load – 24.49
 - PO's Needed – 1.49
- **Region 4 – Billings**
 - Total PO's – 25.5
 - Work Load – 26.55
 - PO's Needed – 1.05
- **Region 5 – Kalispell**
 - Total PO's – 20
 - Work Load – 21.75
 - PO's Needed – 1.75
- **Region 6 – Glendive**
 - Total PO's – 5.5
 - Work Load – 6.24
 - PO's Needed – .74



*Projections based on 4% growth rate per year

SERVICES

Probation and parole are the most prevalent and cost-effective alternatives to incarceration used by the correctional system. Nearly **65%** of all offenders in the correctional system are supervised by probation or parole.

The Bureau's "alternatives to incarceration" programs and services include:

- ❖ ISP, which includes electronic monitoring
- ❖ Sexual offender officers/victims specialists – specialized officers supervising sexual and violent offenders
- ❖ Jail sanctions program and/or the probation violator prison diversion program
- ❖ Case management and supervision standards for all offenders
- ❖ Probation officer technicians assisting officers in most rural areas
- ❖ Drug and alcohol testing
- ❖ ISP Sanction – combination of ISP and chemical dependency treatment with each ISP team
- ❖ Montana Chemical Dependency Center services contract for probation violators
- ❖ Enhanced supervision program (ESP) – contracts with Montana PRCs for treatment/accountability services
- ❖ Chemical dependency and mental health counselors in urban P&P offices
{The bureau received funding from the 2007 Legislature to maintain and develop new contracts with community-based chemical dependency mental health providers around the state. Treatment services for offenders with addictive and co-occurring disorders (mental health and chemical dependency) are now provided to offenders as part of a multi-level alternative to incarceration response for the violation of supervision.}

In 2008, the bureau developed three new specialized caseloads. The focus of the first two is to better manage and reduce recidivism with Native American offenders and offenders with mental illness who have committed a felony offense. The third caseload evolved from legislation passed in 2007 that evaluates lower risk offenders who may be granted an early discharge from supervision.

SUPERVISION STANDARDS & COMPLIANCE MONITORING

The following information compares the previous standards of supervision to the present standards for supervision and case management. Due to increased workload, the bureau must either add additional officers or consider reducing caseload duties and supervision.

2000	Current
Offender reports to officer. Most contacts are made in the office.	Officer goes to offender; limited office reporting; contacts are in the community (home, employment, treatment, etc).
Lower levels of supervision have contact with officer every three or six months.	Offender on lower level of supervision is randomly tested for drugs; employment and residence verified if changed.
Case management is limited.	Case management is standard.
Officer makes most field contact alone and in isolation.	Officers make field contact in pairs with other officers, PO techs., or law enforcement.
Limited sanctions available for officers to use to gain compliance.	Jail sanctions used to gain compliance for those offenders violating supervision. Limited smaller caseloads, graduated sanctions are imposed more quickly.
Officer hours are generally 8 a.m.-5 p.m. Monday-Friday.	Officers utilize alternative work schedules which includes evenings and weekends.
Victim services limited.	With smaller caseloads and specialized officers, there is more time to interact with crime victims. Basic training focuses on victims' issues and services.
Home visits to an offender's home are occasional-mostly reactive.	Home visits to offenders' homes are unscheduled and more frequent.
Sexual offenders are supervised without special consideration for their risk. Caseloads are mixed with all types of offenders.	Officers who are specially trained are designated to supervise sexual offenders. Smaller caseloads provide ability for closer monitoring.
Pre-sentence investigations, PSIs, are ordered on most offenders. However, some offenders on supervision are not subject to background investigations.	Case management policy dictates that the officer will do a post-sentence investigation report, which provides important information to officer for effective case management.
Drug testing when offender reports to officer; offender can easily manipulate test.	Random and regular drug testing. Offenders are called in for test.
Restitution-ordered collection system inadequate.	The DOC collects and disburses restitution for all felony offenders in Montana.
Alternatives to prison included ISP, TSCTC, and PRCs.	Alternatives to prison include: ESP, ISP, ISP Sanction, Connections, TSCTC, PRCs, START, county jail, MASC, Passages, contracted treatment services, methamphetamine treatment facilities, and day reporting.

- ❖ The P&P officer is responsible for regular contacts with offenders in the office, in offenders' homes and/or their workplace.
- ❖ Officers perform regular collateral contacts with treatment providers (such as alcohol and drug counselors, mental health counselors, sexual offender counselors), employers, educational programs, offenders, clerks of court, city, county, state and federal law enforcement agents, victims and restitution/community service programs, and other community programs such as PRCs.

- ❖ Officers generally partner together when checking on an offender, whether doing bar checks, home visits or searches. Officers work hand-in-hand with local police and sheriff departments and share intelligence information.
- ❖ During home visits or random house checks, an officer is responsible for identifying illegal contraband or other prohibited items and/or substances, and can search an offender, his home and/or vehicle.
- ❖ Officers use the safest approach possible when making an arrest. Officers use search and seizure, stop and frisk, and other techniques and investigative skills used by law enforcement, and are authorized to carry firearms.
- ❖ Officers monitor the collection of restitution for the crime victim, supervision fees, and all other court fines and fees. They are always available to assist a victim.
- ❖ Officers test offenders for illegal drug use or use of prohibited substances. Methamphetamine use and labs are of particular concern when working with offenders.
- ❖ Officers refer offenders to counseling services and assist them in finding a job or entering an educational/training program. Officers also assist offenders in developing social skills needed for effective community interaction.
- ❖ Hearings officers are able to order offenders who are in violation of their release conditions to participate in community-based sanction and treatment services. Accountability and treatment options also include placement in residential chemical dependency care.
- ❖ Officers have the responsibility to investigate possible violations and write reports about them, making recommendations to the judge at a revocation hearing. Officers must know state laws and the sentencing alternatives for offenders.
- ❖ Officers work alternative schedules from 7 a.m. to 10 p.m. and on weekends to provide services, monitoring, and accountability to both the community and the offenders.

THE PROBATION & PAROLE BUREAU STAFFING

- ❖ Bureau Chief
- ❖ Administrative assistant to chief - in Helena office (1)
- ❖ OMIS legal entry unit/Brady gun bill check (2)
- ❖ Regional Administrators (6)
- ❖ P&P Officer II (22)
- ❖ Adult P&P officers (113.75) (with a traditional caseload)
- ❖ Sexual offender officers/victim services advocate (7)
- ❖ PSI officers (7.5)
- ❖ ISP/sanction program officers (16)
- ❖ Institutional P&P Officers (14.5)
- ❖ Day-reporting officers (2)
- ❖ P&P Officer Technicians (10)
- ❖ Administrative support (19)

PROBATION & PAROLE STAFFING RESPONSIBILITY & DUTIES

REGIONAL ADMINISTRATORS (RA)

RAs are responsible for all budgets and personnel issues in their respective region and are the hearings officers for adult on-site (parole revocation) hearings. RAs assess and classify all felony offenders committed to the DOC for appropriate placement in the correctional system. RAs also supervise the POIs in their region.

P&P OFFICERS II (POIIs)

POIIs are the first-line supervisors for the P&P officers and administrative support and assists the RA. They will do the work of an RA in the RA's absence.

The POIIs also are the liaisons to PRCs for the DOC. In this capacity, they participate on PRC boards and are members of screening committees, which review all offenders applying for acceptance into a PRC. POII's are the hearings officer for inmates in the PRC or ISP who commit severe and major violations. They also serve as hearings officers for on-site or preliminary hearings on parole violators, due process hearings on conditional release offenders, and PRC and ISP offenders.

POII's supervise the ISP in their areas. The POII at MSP provides supervision and direction to the Institutional P&P Officers at MSP and TSCTC (boot camp). This POII is also responsible for the basic operation and training of all IPPOs at MASC, the regional prisons in Great Falls and Glendive; Crossroads, a private prison in Shelby; the WATCH program; and MWP in Billings.

ADMINISTRATIVE SUPPORT

The workload of the administrative support staff is heavy and varied. They support P&P staff and their subsequent services. Their work is complex due to the legal ramifications and the felony offenders they interact with daily. In urban offices, two administrative staffers provide support for 18-25 officers. Administrative support staff is responsible for the collection of offender data that is entered into OMIS for the DOC.

PROBATION OFFICER TECHNICIAN (PO Tech)

PO technician positions were developed in order to provide enhanced assistance to officers in the more rural areas where there may only be one or two officers covering a large geographical area.

PO techs are required to successfully complete the MLEA P&P basic training course. They assist the officer in duties such as offender urinalysis testing, gathering information for PSIs and reports of violation, home contacts with offenders, employer contacts, and other collateral contacts with law enforcement. PO techs also provide administrative services, including data entry into OMIS.

ADULT P&P OFFICERS

P&P officers provide numerous services to their communities and the state. They have several bosses and wear many hats. To be effective, they balance the often-conflicting duties of being a counselor and a cop.

Even though they are DOC employees, they are responsible to District Court judges in the 23 judicial districts. These judges order P&P to investigate and prepare PSI reports on felony offenders, which assists the judge in sentencing felony offenders to the most appropriate placement available.

Officers also provide many functions for the BOPP, which is a quasi-judicial board, appointed by the governor and is attached to the department only for administrative purposes.

Officers' work involves daily contact with felony offenders, judges, law enforcement, victims, attorneys, and treatment providers. An officer's main responsibility is the effective monitoring, supervision, and counseling of offenders sentenced to probation and parolees released from incarceration by the BOPP. In addition, officers supervise the offenders placed on conditional release.

An average day for officers includes visiting homes, workplaces or treatment providers of offenders assigned to their caseload. It may include a search of offenders' homes and often involves seizure of contraband. Officers collect urine specimens from offenders to test for alcohol and illegal drug use. They also monitor restitution payments to the victim, fines to the court and assist with the collection of supervision fees from the offender. Officers have the authority to arrest offenders and carry firearms.

An officer's ultimate goal is to affect offenders' behavior in positive ways through sanctions and programming, while providing community safety.

INTENSIVE SUPERVISION PROGRAM (ISP) OFFICERS

ISP, developed in 1987, was a pilot project in Billings and was financially supported by a grant from the state Board of Crime Control. The offenders served by this program are inmates, high-risk parolees, or higher risk probationers in need of a diversionary program.

ISP monitors and supervises offenders at an intensive level, while offenders work and support themselves and their families in communities. Offenders are mandated to work, pay restitution, volunteer for community service, and attend programming and treatment while under the close watch of the ISP officer.

ISP, which includes electronic monitoring, is designed to provide a cost-effective alternative to incarceration for adult felony offenders. ISP provides supervision for higher risk offenders. If not for ISP, many of these offenders would have been sentenced to prison or returned to prison as probation or parole violators.

During the first two months of ISP, the offender can be monitored electronically with an ankle bracelet. For offenders with a history of alcohol abuse, officers use the intoxilizer unit. Offenders on ISP may be sentenced to probation as a diversion, released on parole (either released from incarceration or in lieu of returning to prison), or on inmate status.

A goal of restorative justice is being met when offenders pay victim restitution, attain self-reliance, and complete community service work.

ISP teams are located in the following communities:

- | | |
|-------------------|-------------------------------|
| ❖ Billings (4) | ❖ Bozeman (2) |
| ❖ Great Falls (3) | ❖ Butte (2) |
| ❖ Missoula (4) | ❖ Helena (1 sanction officer) |

A team of two officers supervises a maximum of 44 offenders for a 1:22 ratio (potentially 12 on traditional ISP and 10 on the sanction component). Prior to accepting an offender for ISP, an ISP team requires each applicant be screened and accepted by a local screening committee, which consists of community and law enforcement representatives.

INSTITUTIONAL P&P OFFICERS (IPPO)

Another unique position within the bureau is the IPPO. These officers are charged with facilitating placement of an inmate in communities using ISP, PRC, conditional release, parole or probation. They provide the coordination necessary for the BOPP, prisons, P&P officers and PRCs to expedite the transition of inmates from an institution to a community.

IPPOs provide a myriad of other services to the facilities to which they are attached and the offenders in those facilities.

IPPOs are assigned to the following locations:

- ❖ 1 Missoula Assessment & Sanction Center (men - Missoula)
- ❖ 4 Montana State Prison (Deer Lodge)
- ❖ 1 Treasure State Correctional Treatment Center (boot camp - Deer Lodge)

- ❖ 2 regional prisons (Great Falls, Glendive)
- ❖ 1 Montana Women's Prison (Billings)
- ❖ 1 WATCH DUI treatment program (Warm Springs)
- ❖ 1 Crossroads Correctional Center (private prison - Shelby)
- ❖ 1 Passages (women's assessment/sanction/treatment - Billings)
- ❖ 1 Nexus (men's meth treatment - Lewistown)
- ❖ 1 Elkhorn (women's meth treatment - Boulder)

IPPOs are liaisons among the correctional facilities, the BOPP, and P&P field staff. All offenders discharging or paroling from the prisons must be signed out and given a travel permit by the IPPO from the facility. IPPOs assist in screening offenders for PRC, ISP and other community-based programs.

IPPOs also ensure the appropriate offenders have registered as sexual and/or violent offenders and DNA testing has been accomplished.

IPPOs help offenders develop a viable parole or release plan for returning to communities. Many offenders who are difficult to parole, specifically those with medical or mental health issues, require the expertise of these officers to assist them in the planning and release from the facility.

SEXUAL OFFENDER SPECIALIST OFFICERS/VICTIM SERVICES ADVOCATES

All P&P officers attend training specific to the most effective techniques in supervising sexual offenders. This training includes information about the Montana Sex Offender Treatment Association and the specialized treatment this organization provides, the various types of sexual offenders, the offender's cycle of abuse, red flags to relapse, and relapse prevention.

Sexual offenders are less likely to re-offend when they are actively participating in sexual offender treatment and are being closely monitored by specialized officers. The National Center for the Effective Management of Sex Offenders recommends a ratio of no greater than one officer for 40 offenders when supervising high-risk sexual/violent offenders. In Montana, workloads exceed these standards in most locations.

Montana has developed sexual offender specialist officer positions and a case management protocol in Montana communities that have the highest concentrations of sexual offenders. Each ISP team has one member who has specialized training to supervise sexual offenders.

These officers have attended several hours of additional training including the sex offender program at MSP. Their expertise includes understanding the laws that are specific to sexual/violent offenders, such as registration, community notification, and DNA testing. The DOC now has policy in place to provide satellite monitoring of the highest-risk sex offenders, in keeping with Senate Bill 207 passed in 2005.

The sexual offender specialists work closely with the community, law enforcement, treatment providers, and crime victims. These officers offer themselves as a resource for both law enforcement and crime victims. In addition to writing PSIs on sexual offenders, these officers understand the special needs of the victim and the resources available through crime victims units.

These officers involve themselves in offenders' treatment by attending group sessions. This makes it clear to offenders that officers are closely monitoring them and they have no confidentiality in treatment. This close involvement makes it more difficult for an offender to manipulate an officer or treatment provider. Because there is no confidentiality between the therapist and the officer, supervision violations and red flags indicating relapse can be detected more easily. The officer and the therapist maintain an extremely close working relationship and rely on one another to provide effective management of sexual offenders in the community.

These officers also work closely with the Department of Justice, which maintains registration of sexual and violent offenders.

NATIVE AMERICAN P&P OFFICER

The bureau began a pilot project in Great Falls in March 2008 to impact the disproportionate number of American Indians that are having their sentences revoked.

MENTAL HEALTH P&P OFFICERS

In the fall of 2008, all six probation and parole regions instituted specially trained approaches with mental health offenders. Officers help with stabilization and re-entry efforts of these offenders to help safely maintain these offenders in their communities.

PSI REPORT WRITERS

The PSI report is one of the most significant documents generated on the offender within the DOC. The purpose of the report is to assist a judge in sentencing felony offenders to the most appropriate sentence.

The P&P Bureau is responsible for writing PSIs for District Court judges serving Montana's 23 judicial districts. PSIs are ordered by judges prior to sentencing felony offenders. An officer interviews the defendant and then prepares the PSI. The court has little or no background information about the defendant without the PSI. The report becomes part of the court record, is confidential, and not open for public inspection.

Mandated contents of PSI reports include:

- ❖ the defendant's characteristics, circumstances, needs, and potentialities
- ❖ the circumstances of the offense (official version, defendant's version and victim's version)
- ❖ the defendant's criminal history
- ❖ the defendant's social history, mental, and substance abuse history
- ❖ the harm caused as a result of the offense to the victim, the victim's immediate family, and the community, and any pecuniary loss through a victim's statement
- ❖ a summary and recommendation of sentencing alternatives to the court.

An officer assigned to conduct the investigation consults with the prosecutor and defense attorney, conducts interviews with the defendant, the victim(s) of the offense, and other pertinent individuals. They verify criminal records, psychological and treatment reports, juvenile records (when applicable), employment history, family/social background, and educational history. A report reads much like a biography of the defendant.

Prior to sentencing, this report is reviewed by the court and both the prosecuting and defense attorneys. At the time of the sentencing, the officer responsible for the PSI report may be called to testify as to the contents of the document and the sentencing recommendation, which includes conditions for supervision or placement. The PSI writer evaluates the options and considers the sentence that would give the offender the best opportunity for change while giving consideration to the victim(s) and providing for public safety. This is a delicate balance. The PSI report is used to assess the level of risk and/or dangerousness of the offender and determine the most appropriate, least restrictive placement for each offender who enters the corrections system.

The PSI report becomes part of an offender's permanent file and follows the offender throughout the corrections system. The report is used by all facets of the corrections system as a screening tool for placement. The BOPP also uses the report at the time it reviews an offender for release on parole.

CONDITIONS ON PROBATION OR PAROLE

When the court orders an offender be placed on probation in lieu of incarceration, an officer supervises the offender according to the standard conditions of probation and parole and any special court-ordered conditions. The standard conditions all offenders must follow are:

- ❖ Residence: Place of residence cannot be changed without first obtaining permission.
- ❖ Travel: Leaving the assigned district is not allowed without first obtaining written permission.
- ❖ Employment and/or Program: Employment or an approved program must be maintained.
- ❖ Reporting: Personally reporting to a P&P officer; must comply with directions.
- ❖ Weapons: Offenders cannot use, own, possess, transfer or be in control of any firearms or deadly weapons.
- ❖ Financial: Permission must be obtained before financing a vehicle, purchasing property or engaging in business.
- ❖ Search: Offenders must submit to a search of their person, vehicle or residence at any time, with or without a warrant.
- ❖ Laws & conduct: Offenders must comply with all city, county, state and federal laws and ordinances and conduct themselves as good citizens. They also must report any arrests or contact with law enforcement.
- ❖ Alcohol and illegal drugs: Use or possession of alcoholic beverages and illegal drugs is not allowed.
- ❖ Drug testing: Offenders must submit to testing for drugs or alcohol.
- ❖ Gambling: Gambling is prohibited.
- ❖ Fines and Fees: All fines, fees and restitution must be paid.

Special conditions may be placed on offenders during their probationary period by a judge or on parolees by the BOPP. Special conditions may include:

- ❖ Attending specific counseling and/or treatment
- ❖ Completing community service hours

RISK & NEEDS ASSESSMENT

Offenders are classified according to their level of risk and individual needs. This classification assists the officer in determining which level of supervision for the offender will be most appropriate. All levels of supervision require officers to have contact with offenders at their homes and with their families, places of employment, schools, and programs or treatment providers. Other activities include drug testing, searches, travel permits, record checks, collecting supervision fees, court fines and victim restitution.

The supervision standard and compliance monitoring procedure requires officers to spend more time in the community with offenders, rather than in their offices. This procedure requires officers to actively manage each offender.

PROBATION STATUS vs. PAROLE STATUS

The difference between probation and parole is the offender's legal status or the legal jurisdiction over an offender. Probationers and parolees are supervised similarly; however, the sentencing court has jurisdiction to revoke offenders on probation, and the BOPP has authority to revoke those on parole.

CONDITIONAL RELEASE OFFENDER

Offenders committed to the DOC are eligible for conditional release. These offenders are supervised with the same standards as probationers and parolees, and are under the jurisdiction of the DOC.

PAROLE VIOLATION and REVOCATIONS

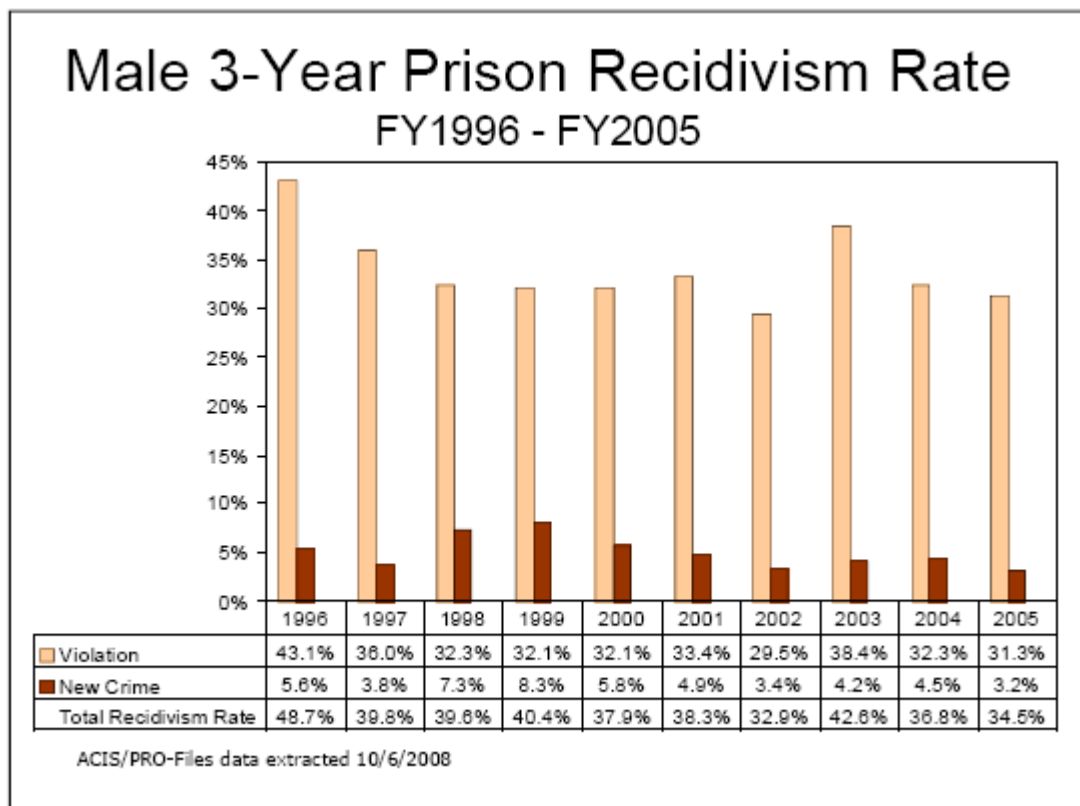
The BOPP grants the release of inmates to parole from prison prior to the inmate's prison sentence expiring. This release is based on an offender's promise that her or she will abide by the strict conditions of parole supervision. In the event the parolee violates the technical parole conditions and/or gets involved in illegal activity, the officer may arrest the parolee and, through an administrative hearing, recommend the offender be returned to prison.

The administrative due-process hearing does not involve a judge or, generally, any attorneys. An officer performs a role similar to that of a prosecuting attorney. An on-site hearing and subsequent decision of the administrative hearings officer occurs within days of the violation report. An officer must be knowledgeable of the statutes that pertain to this hearing and the alternatives allowed by DOC policy.

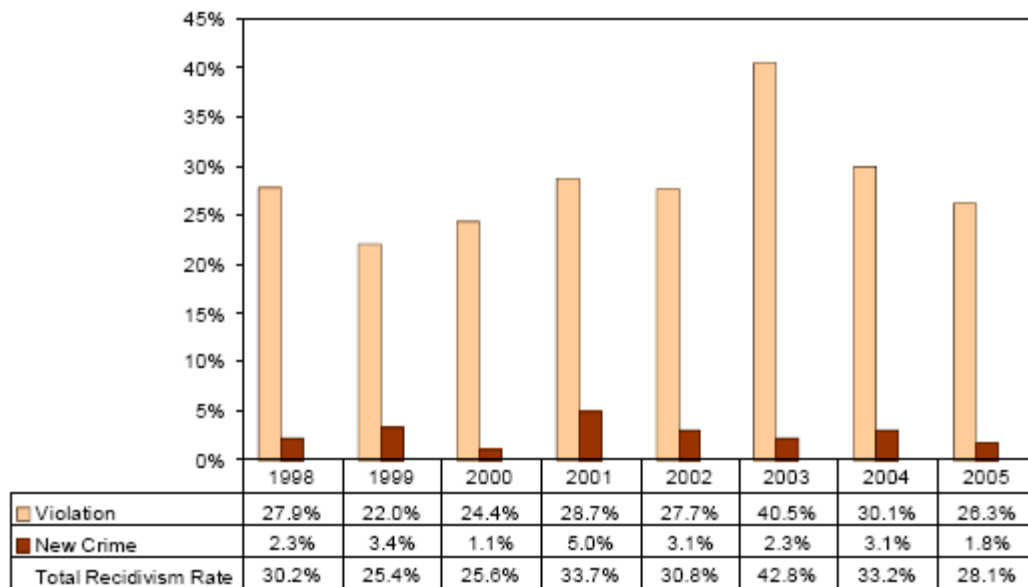
Even though parolees are supervised much like probationers, their freedom is much more tenuous. Parolees are not entitled to bond, so they usually are not released into the community prior to a hearing. The BOPP makes the final determination as to whether the offender's parole is revoked.

RECIDIVISM and RETURN RATES

Recidivism and return rates are measured over a three-year period following release. The recidivism rate tracks those adult offenders who were once in prison and then return to prison in Montana for any reason within three years of release. Each release can have only one corresponding return.



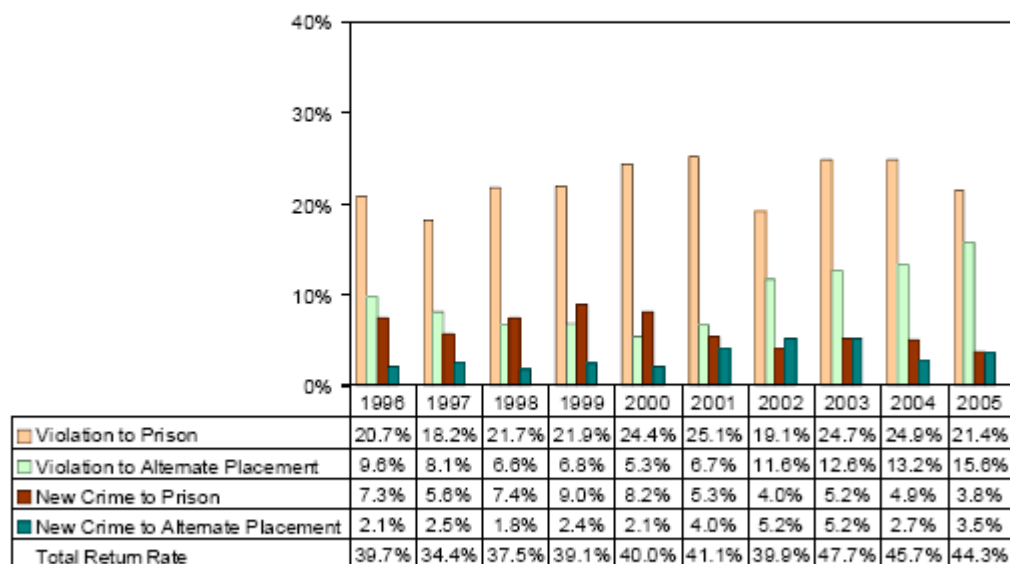
Female 3-Year Prison Recidivism Rate FY1998 - FY2005



ACIS/PRO-Files data extracted 10/7/2008

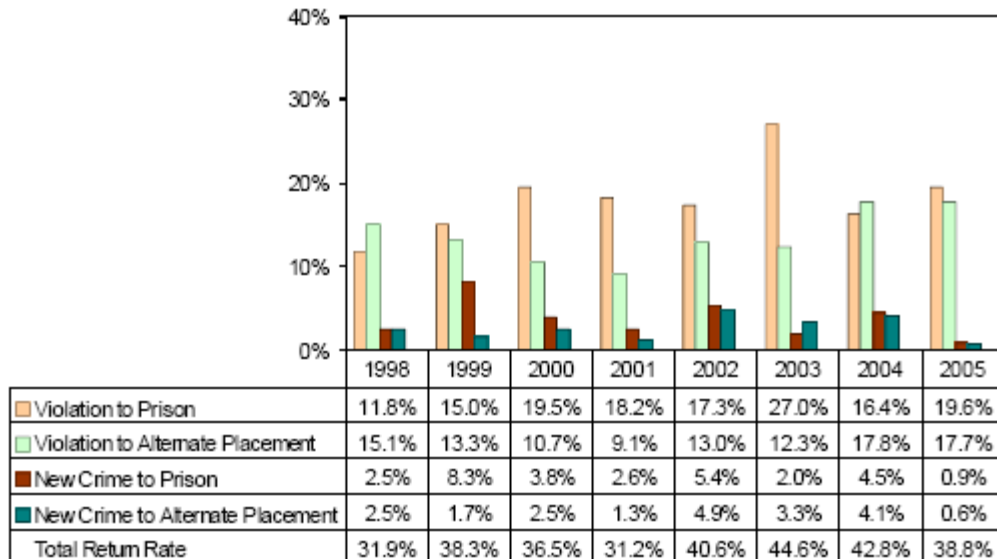
Return rates refer to adult offenders entering or coming back to any correctional institution.

Male 3-Year Return Rate FY1996 - FY2005



ACIS/PRO-Files data extracted 10/1/2008

Female 3-Year Return Rate FY1998-FY2005



CIS/PRO-Files data extracted 10/1/2008

STATISTICS

PRE-SENTENCE INVESTIGATIONS

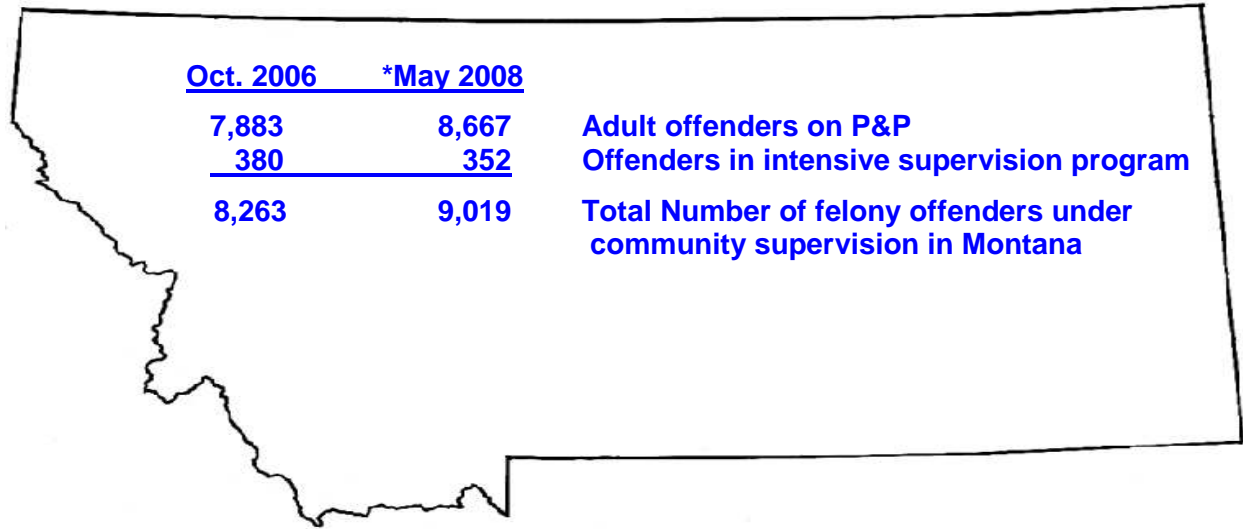
MONTH	YEAR	WRITTEN/MNTH
October	2003	188
October	2004	245
October	2005	245
October	2006	265
October	2007	234
October	2008	212

(Each PSI report averages 8 hours of work)

For those offenders sentenced without a PSI, the supervision standards and compliance monitoring procedure requires an officer to do a post-sentence investigation. This report provides an officer with basic information and background to provide the most appropriate level of supervision and direction for case management.

Judges order PSIs on approximately 70% of all felony offenders awaiting sentencing. The remainder of offenders are sentenced without a thorough background investigation. Without a PSI, judges make their sentencing decision on the information provided by the prosecuting and defense attorneys using the plea agreement.

The demographics of the adult offenders supervised.



<u>Oct. 2006</u>	<u>*May 2008</u>	
7,883	8,667	Adult offenders on P&P
<u>380</u>	<u>352</u>	Offenders in intensive supervision program
8,263	9,019	Total Number of felony offenders under community supervision in Montana

RESTITUTION AND SUPERVISION FEES

P&P officers are instrumental in the collection of restitution for crime victims and the collection of miscellaneous fees and fines ordered by the court, the majority of which are received by the counties within the state.

Restitution dispersed to victims:

- ❖ FY04 – \$1,244,268.40
- ❖ FY05 – \$1,942,173.33
- ❖ FY06 – \$2,806,187.24
- ❖ FY07 – \$2,909,802.21
- ❖ FY08 – \$2,787,842.44

Supervision fees collected (utilized for officer equipment, safety and training):

- ❖ Oct. 05 to Oct. 06 – \$654,577.27
- ❖ July 07 to June 08 – \$600,144.45

INTERSTATE COMPACT FOR ADULT OFFENDER SUPERVISION



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PROGRAM HISTORY

An interstate compact is an agreement entered into by two or more states to provide supervision to offenders who cross state lines to reside and work. The Adult Interstate Compact Unit coordinates the movement and data tracking of offenders living in other states on probation, parole or conditional release. Since 1937, a national compact has provided the sole statutory authority for regulating the transfer of adult offenders on supervision across state boundaries. In 2002, the compact was revised and is now governed by the Interstate Commission for Adult Offender Supervision (ICAOS). All 50 states and the District of Columbia, Puerto Rico, and the Virgin Islands are members of this interstate agreement. State administrators and their deputies are appointed by the governor of each state to develop operational policies, practices, and procedures on how adult offenders will be supervised. The compact administrator or designee must attend annual meetings to promulgate rules, regulations and policies for the administration of the Interstate Commission agreement.

The Legislature authorized Montana to be part of the national commission. Every state that passed the new legislation has made a commitment to comply with the commission and to be prepared financially to help budget for the cost of administrative staff that will oversee the daily operations of the commission at a national level. The commission levies an annual assessment on each state to cover the cost of internal operations and activities of the commission and its staff. The rate is based upon a formula contained in the commission rule, taking into consideration the population of each state and its volume of interstate movement of offenders in each state. Montana's cost is \$19,600 per year.

GOALS, MISSION, PURPOSE

The primary purpose of the interstate compact is to enhance public safety and provide a mechanism that allows a continuum of supervision of offenders who cross state boundaries. Individuals travel outside of their resident state, commit a crime and are sentenced, but have no reason to remain in the state. They have considerable amounts of restitution and fines and other fees owed to the sentencing courts. Offenders who can continue their employment and pay their financial obligations help Montana's economy. This compact also protects the rights of the victims through the control and regulation of movement of offenders and provides for better tracking of offenders and enforcement of policies and rules. Each state has a council of representatives from victim's groups, legislative, executive and judicial branches, and law enforcement. A state's compact administrator oversees compliance of that state with the compact.

ELIGIBILITY

The Interstate Compact Unit agrees to provide supervision of offenders who meet the criteria for acceptance. No state shall refuse to supervise an offender because of the crime he or she has committed.

COST

The Montana Interstate Compact Unit requires a \$50 fee be paid by an offender applying to transfer their supervision out of Montana. This fee is used to pay the annual assessment to the interstate commission. During the past two years, more than \$45,000 has been collected by the DOC. In addition to paying the fee, an offender must have a valid plan to transfer their supervision out of state and must be responsible for their own rehabilitation. Other costs of the program are absorbed by the DOC.

CAPACITY

About 1,100 Montana offenders are living in other states on probation, parole or conditional release managed by the unit. The caseload continues to climb as lengthy probation sentences are imposed as an alternative to incarceration. The unit is aware that the number of offenders moving in and out of Montana has consistently increased with more emphasis and attention being given to high risk or dangerous offenders. These concerns are instilled in supervising P&P officers, who are required to cooperate with and follow all of the correct procedures when transferring offenders across state boundaries.

FUNCTIONS OF THE COMPACT UNIT

Courts are considering more alternatives to incarceration; however, the lengths of sentences are not necessarily getting shorter. Parole boards and judges are looking for ways to release individuals into the community quickly because of overcrowded prisons. Many offenders ask to relocate to other states because they are not residents of the state where they were convicted. The unit arranges the transfer of any person convicted of an offense and placed on supervision who requests to cross state boundaries to live, work, or to attend school, and initiates the necessary documents in order to ensure that the receiving state has information to complete home and employment investigations.

Communities and victims in Montana benefit when the unit continues to remain actively involved in updating operational procedures and enforcing policies and procedures to make the compact work. Conditions of supervision are enforced and victims are more likely to receive compensation if the offender is working in the community. Offenders also benefit when allowed to relocate where they have families, emotional or financial support, employment or schooling. It is imperative that no short cuts are taken to supervise these individuals. Any offender who requests to leave the sentencing state will be expected to comply with the receiving state's supervision policies and may be arrested and returned if conditions of supervision are violated or new crimes are committed. Failure to deal appropriately with violations often makes it difficult for the receiving state to maintain supervision and control of the offender. Fiscal restraints are not a sufficient reason for refusing to return violators under the compact agreement.

The unit is a critical component of the ACCD and is very beneficial to other law enforcement agencies and all P&P offices throughout the United States.

SERVICES

Offenders shall be supervised with the same intensity of supervision as they would receive if they were sentenced in the receiving state. Progress reports are submitted; officers monitor court-ordered conditions, conduct searches, complete random urinalysis, prepare reports of violation, conduct on-site preliminary hearings, and arrest, detain and assist in the return of offenders to the sentencing states. The unit also may complete special investigation requests for pardon investigations, gather information for PSIs, approve travel for offenders, and assist and coordinate the apprehension of probation, parole and conditional release violators. These important functions are handled by a central authority in each state that is responsible for accurate record keeping and accountability for the management and supervision of interstate caseloads. Each state must adhere to the same policies and procedures in transferring offenders in order to insure public safety.

The deputy compact administrator and three administrative support employees operate the unit, which monitors compact rules and regulations as they pertain to the supervision of interstate offenders. The unit's knowledge provides Montana P&P officers with technical expertise, leadership, interpretation of laws, and the consequences for potential liability issues concerning

interstate compact matters. The unit is a clearinghouse for all incoming correspondence and telephone communications and works closely with the 23 P&P field offices, five prisons and their institutional P&P officers, and 65 adult interstate compact units throughout the United States.

The unit also coordinates the return of Montana parole and conditional release violators through warrants or a governor's extradition warrant. It assists when adult absconders are arrested in other states by coordinating or processing legal documents for arresting agencies to detain offenders. In addition, the unit has the primary responsibility of entering legal data on all adult offenders moving into Montana, as well as completing quality control checks on data that P&P officers enter on interstate offenders.

Often more violent or untreated offenders are released into the community. Supervision of all offenders crossing state lines is critical and can only be successful when each offender is provided the same degree and intensity of supervision in the receiving state as in his or her home state. Compact policy dictates that a receiving state is not expected to do more or less for an out-of-state case than it does for its own cases. Offenders are encouraged to pay restitution and complete treatment requirements. Measures are taken when offenders fail to comply.

Many offenders successfully complete their sentences while in Montana. Those that re-offend or violate conditions of their sentences are often returned to the sentencing state or are sentenced to jail or prison. Many Montana offenders residing in other states also successfully complete their sentences. Though there is no perfect solution to preventing crime, if policies and procedures are enforced to provide supervision and hold offenders accountable, many of them will successfully complete their sentences.

STATISTICS

Many more Montana offenders relocate to other states than offenders who move to Montana.

549 Montana offenders applied to transfer out-of-state during fiscal year 2006 (July 1, 2005 through June 30, 2006), with 494 paying the application fee in full. 356 of these offenders were accepted for a transfer under the compact. 317 out-of-state offenders applied to transfer to Montana during this same time; 214 were accepted and transferred.

During fiscal year 2007, 499 Montana offenders applied to transfer out-of-state; 420 paid the application fee in full, and approximately 350 were accepted for transfer under the compact. 363 out-of-state offenders applied to transfer to Montana and 221 were accepted and transferred to our state.

PRERELEASE CENTERS and TREATMENT PROGRAMS



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PROGRAM HISTORY

Prerelease Centers are community-based correctional facilities operated by non-profit Montana corporations under contract with the Montana DOC. The facilities provide supervision, guidance and counseling; assistance in finding jobs; and training in life skills. PRCs provide services for adult male and female offenders who are released from MSP and MWP, have been committed into the custody of the DOC, or are parole violators requiring a less-restricted setting than prison.

In November 2003, in response to prison overcrowding, the ACCD added 25 "MSP direct" beds to the first five private non-profit PRCs. These beds were designated specifically for offenders coming directly out of MSP.

There are currently six PRC programs in Montana:

ALTERNATIVES, INC.

Alternatives, Inc. is a non-profit corporation based in Billings and opened a PRC in 1980. Alternatives runs the Alpha House community corrections facility for men and the Passages program for women, which opened in January 2007.

GALLATIN COUNTY RE-ENTRY PROGRAM

The facility has been in operation in Bozeman since December 2005, and embraces a treatment-based model that encourages chemical- and crime-free recovery for residents. It is operated by Community, Counseling and Correctional Services Inc.

COMMUNITY, COUNSELING AND CORRECTIONAL SERVICES INC. (CCCS)

CCCS is headquartered in Butte and operates the Butte Prerelease Center for men and the Women's Transitional Center in Butte. The PRC program opened in December 1983, and the women's center in July 1992.

GREAT FALLS TRANSITION CENTER

The center is designed as a structured PRC program for adult male and female offenders. It opened as a facility for males in March 1984. The men's center is a two-story, 37,500 square-foot facility, and the women's center is a one-level, 10,340 square-foot facility.

HELENA PRERELEASE CENTER

Boyd Andrew Community Services opened the Helena Prerelease Center in June 2001 to provide guidance for male offenders as they transition to the community.

MISSOULA CORRECTIONAL SERVICES INC. (MCS)

MCS took over the former state facility in 1994 and served male offenders. MCS began serving female offenders when it moved into its new building in 1999.

In April 2004, due to on-going demands for PRC bed space, the ACCD implemented a six-month length-of-stay limit for all offenders residing in a private non-profit PRC. This limit requires that if a case manager from a PRC determines a need to extend an offender's stay beyond six months, a written request for approval must be submitted to the ACCD. The request must specifically outline the reasons for the extension, which may include disciplinary sanctions, failure to complete programming, court orders, and employment difficulties.

The average lengths of stay in days for an offender in PRC during the past four years are:

FISCAL YEAR	MALES	FEMALES
2005	187	180
2006	181	174
2007	192	177
2008	199	210

GOALS, MISSION, PURPOSE

The PRCs operate to ensure community safety while holding offenders accountable, offer an opportunity for rehabilitation, and provide the best guidance possible for offenders to return to a normal life, regain dignity, and fulfill their promises. The programs offer an alternative to the direct release of the offender from prison or jail to the community and give the person an opportunity to adjust to the community in a gradual, controlled manner. Transitional steps are provided to prepare the offender for release into society

Offenders participating in a PRC program are able to gain employment to help support their family. They also help pay for medical expenses, make restitution payments, pay court fines and taxes, and save money for release. All of these aspects of PRC contribute to holding an offender accountable and empowering them in accepting responsibility.

ELIGIBILITY REQUIREMENTS

Offenders incarcerated at MSP, MWP, regional prisons and private prisons are screened by a state screening committee which includes representatives from the prison, the BOPP, and an institutional P&P officer from ACCD.

The process includes personal interviews with eligible offenders by the screening committee, a careful review of the offender's criminal history, and his/her conduct at the institution. The intent of the screening process is to assess whether the offender's placement in the community will jeopardize public safety, determine the appropriateness of the offender for a community setting, and assist in the determination of the offender's chances of success in a PRC program.

When an offender is approved by the state screening committee for referral to a PRC, a referral packet is prepared and forwarded to the PRC, and a thorough paper review is conducted by a local screening committee. The local committees are community-based teams and membership typically includes a representative from the PRC, a member of the PRC's board of directors, a P&P officer, representatives from local law enforcement, and a local citizen.

Offenders committed into the custody of the DOC may be referred to a PRC program in lieu of being incarcerated in prison. If the offender is appropriate for PRC placement, the P&P Bureau prepares a referral packet, forwards the packet to the PRC, and a thorough file review is again conducted by the local screening committee for approval or disapproval.

Offenders violating their parole may also be recommended for PRC rather than being returned to prison. The hearings officer and BOPP makes this determination with input provided by the offender's P&P officer and the PRC's local screening committee.

Current requirements are:

1. Offenders must be at least 18 years of age and within 12–24 months of parole eligibility or discharge.
2. Offenders making application shall not have medical or psychological problems that require hospitalization or extensive and costly community-based care. If an offender placed in a PRC has medical or psychological problems requiring treatment beyond

what the offender can afford to pay, the offender may be returned to a state correctional facility for treatment.

3. Offenders shall be physically and mentally capable of work and/or educational or vocational training. If unable to work, offenders must be able to financially subsidize their stay at the PRC. Offenders with disabilities shall not be discriminated against, however, they must be able to financially subsidize their stay at the PRC to the same extent that any other offender would be required to do, or request a waiver of contribution from the DOC.
4. Offenders in need of treatment must consent to outpatient treatment in the community. Offenders will be required to pay for all treatment costs, if they are financially able.
5. Offenders with detainers shall secure verification that the detainers are resolved to the satisfaction of the state correctional facility and the ACCD prior to referral to a PRC.
6. Offenders shall be free of felony escape convictions for a minimum of three years before being considered for referral and/or placement at a PRC.

Factors such as escape history, detention, increase in custody, or previous conduct at a PRC may be considered in determining the appropriateness of any offender placement.

COST OF SUPERVISION

With the offender population continuing to grow, it is necessary to promote cost effective measures to prevent prison overcrowding, lower recidivism rates, and promote public safety. While no single part of the corrections system can provide a complete solution to each of the challenges, PRC programs respond to these issues and are an important element of effective corrections management. The daily cost for an offender in a PRC ranges from \$54.67 to \$94.69.

A \$14-per-day room and board charge is assessed to each offender so they can help share the burden of the cost of their incarceration. In fiscal year 2008, offenders paid \$3.2 million toward room and board.

<u>Prerelease Center</u>	<u>Amount</u>
Billings	\$ 940,145
Bozeman	\$ 188,380
Butte	\$ 726,030
Great Falls	\$ 586,699
Helena	\$ 391,881
Missoula	\$ 381,187
Total	\$ 3,214,322

CAPACITY

Center	Male Beds	Female Beds	Total	*TLP Slots	**ESP
Butte	116	55	171	20	12
Billings	157	65	222	20	24
Great Falls	135	34	169	10	18
Helena	98	-	98	10	12
Bozeman	30	-	30	5	12
Missoula	90	20	110	12	12
Totals	626	174	800	77	90

* Transitional Living Program

** Enhanced Supervision Program

FUNCTIONS OF PRERELEASE PROGRAMS

To accomplish the goals of PRC, the following functions have been identified:

- ❖ Providing alternatives to direct release from correctional institutions that assist selected individuals with the transition from prison into the community;
- ❖ Providing alternatives to prison and probation for those offenders whose needs could be best served by community placement, yet greater levels of supervision than that provided by probation are necessary;
- ❖ Meeting the supervision and control needs of offenders in a community-based correctional setting that permits them to participate in activities that would otherwise not be available in confinement;
- ❖ Establishing and maintaining a continuum of programming through formal and informal links to services and agencies; and
- ❖ Providing a stable foundation from which individuals may leave the correctional system prepared to handle their responsibilities in the community.

SERVICES

TREATMENT AND PROGRAMMING

- Cognitive principles and restructuring
- Parenting
- Anger management
- Community service
- Continuing care program – Relapse prevention, coping techniques, and finding health support systems.
- GED/tutoring/testing
- Native American services
- Life Skills – Geared towards cultivating outside resources.
- Family relationships

COUNSELING

- Chemical dependency
- Pastoral
- Employment
- Veterans

SECURITY MEASURES

A very high percentage of offenders entering a PRC program have been involved in drug-related crimes and have a history of chemical dependency. As a result of the high percentage of chemical abuse, the PRCs have on-site drug and alcohol screenings.

Offenders are required to provide urine and breath samples upon request. Generally, any sample determined as positive for alcohol or a controlled substance is cause for returning that individual to prison.

Offenders are also subject to room, vehicle, and personal searches. These searches are a means to control offender property and guard against theft, both in the facility as well as in the community. Offenders are required to develop weekly plans for all money spent in the community. This budget planning is designed to provide a safeguard against misuse of allocated funds. Twenty-four hour agendas are planned by the offender, with assistance from his/her counselor, and monitored by PRC personnel using random "spot checks" and telephone checks.

CHEMICAL DEPENDENCY SERVICES

The DOC contracted with CCCS Inc. in March 1998 to provide a comprehensive pilot chemical dependency program separate from the PRC program for adult male and female offenders. This program, Connections Corrections, originally operated in Butte, but expanded to Warm Springs in February 2005. It provides chemical dependency services for:

- ❖ Offenders committed to the DOC and found to be in need of chemical dependency programming;
- ❖ Parolees violating a condition(s) of their parole that could cause them to return to the custody of the DOC;
- ❖ Offenders at MSP or MWP that are mandated by the BOPP, or court-ordered, to complete chemical dependency programming prior to release;
- ❖ Offenders in PRC programs violating as a result of alcohol/drug use; and
- ❖ CCP Warm Springs will accept offenders with a history of violent criminal activity or sexual crimes.

To further address the demand for chemical dependency treatment programs, the DOC has contracted with two community-based organizations to deliver treatment programs for methamphetamine abuse. CCCS provides an 80-bed residential treatment program for men in Lewistown (Nexus), and Boyd Andrew Community Services provides a 40-bed residential treatment program for women in Boulder (Elkhorn). The length of stay for both programs is nine months and provides methamphetamine dependency services for:

- ❖ Offenders convicted of second or subsequent criminal possession of methamphetamine;
- ❖ Offenders in need of structured treatment for chronic methamphetamine abuse;
- ❖ Offenders in need of structured treatment for a stimulant use disorder that includes abuse of other amphetamines or cocaine; and
- ❖ Offenders in need of structured treatment for any form of chemical dependency and treatable co-occurring mental illness.

Offenders in those categories include DOC commitments, parole violators, conditional release violators, MSP or MWP inmates, regional prison inmates, and sanctioned offenders.

In February 2005, the WATCH program located in Warm Springs expanded to include a new WATCH campus in Glendive, which provides chemical dependency services to eligible offenders in the following order:

1. Eligible female offenders from anywhere in the state
2. Eligible male offenders from the following counties: Carter, Custer, Daniels, Dawson, Fallon, Garfield, McCone, Phillips, Powder River, Prairie, Richland, Roosevelt, Rosebud, Sheridan, Treasure, Valley and Wibaux
3. Eligible male offenders from other counties

OTHER SERVICES

The Great Falls Prerelease Center provides aftercare beds for offenders graduating from the boot camp, Treasure State Correctional Training Center. The aftercare program assists TSCTC graduates in making the transition to the community. Offenders generally stay in aftercare up to 90 days while awaiting sentence reduction paperwork to be processed and/or release planning to be completed. While in the program, offenders are required to maintain the order and routine of the boot camp and participate in treatment programming. They are provided employment opportunities within the community.

The DOC also has a transitional living program (TLP) for adult offenders who have completed the residential phase of a PRC program. These offenders reside in the community at an approved residence and report to the PRC daily at a time established by a counselor. Offenders participating in the program complete a 24-hour itinerary and are monitored daily by PRC personnel. TLP allows offenders the opportunity to safely integrate back into the community, assume increased personal responsibility, and ensure, to the greatest extent possible, the safety and welfare of the community.

The Enhanced Supervision Program (ESP) is an effective way to manage high-risk offenders in the community. Case managers test offenders' breath and urine for drugs at the PRC, handle daily check-ins, and have weekly meetings with P&P officers.

STATISTICS

PRERELEASE OFFENDERS' CRIMES

PRC statistics reflect the following basic types of crime listed from most to least common:

MALES

- ❖ Theft
- ❖ Possession of drugs
- ❖ Burglary
- ❖ Felony DUI
- ❖ Sale of drugs
- ❖ Issuing a bad check over \$150.00
- ❖ Criminal endangerment
- ❖ Forgery
- ❖ Felony assault
- ❖ Criminal mischief

FEMALES

- Possession of drugs
- Theft
- Forgery
- Issuing a bad check over \$150.00
- Sale of drugs
- Felony DUI
- Drug offenses, other state
- Burglary
- Deceptive practices
- Criminal endangerment

ESCAPES FROM PRERELEASE CENTER PROGRAMS

PRCs currently provide space for 800 offenders. Because a typical stay is six-months in length, approximately **1600** offenders go through PRC programs per year.

	FY2005	FY2006	FY2007	FY2008
Billings	22	13	12	15
Butte	12	16	12	6
Great Falls	13	12	6	12
Missoula	2	5	5	4
Helena	3	3	6	12
Bozeman		1	1	2
TOTAL	52	50	42	51
% of PRC population	3.9%	3.8%	2.4%	3.1%

Escapes typically occur from the offender's employment site or enroute to and from the employment site and in-between PRC movement counts. The re-apprehension rate of escapees has been 97% for these past fiscal years.

PRC Rainbow Book Legislative Statistics - FY 2007

	Paid for Room & Board	Offender Earnings	Restitution Fines	Income Tax Paid	Community Service Hrs	Paid for Medical Exp	Employment Hours	Paid for Family Child Support
BOZEMAN	\$99,716	\$456,242	\$13,028	\$68,436	3,826	\$9,318	28,835	\$22,204
BILLINGS	\$619,548	\$2,192,829	\$66,076	\$338,051	10,000 (est)	\$139,954	330,025	\$31,150
BUTTE	\$907,042	\$1,552,772	\$21,183	\$142,022	13,178	\$77,097	279,000	\$92,449
GREAT FALLS	\$515,644	\$1,404,637	\$43,365	\$481,635	10,000 (est)	\$45,966	224,654	\$102,637
HELENA	\$267,779	\$829,604	\$51,298	\$86,043	505	\$9,990	118,099	\$77,102
MISSOULA	\$404,610	\$1,459,696	\$15,772	\$111,666	8,000 (est)	\$75,204	120,000 (est)	\$2,760
TOTALS	\$2,814,339	\$7,895,780	\$210,722	\$1,227,853	17,509	\$357,529	980,613	\$328,302

PRC Rainbow Book Legislative Statistics - FY 2008

	Paid for Room & Board	Offender Earnings	Restitution Fines	Income Tax Paid	Community Service Hrs	Paid for Medical Exp	Employment Hours	Paid for Family Child Support
BOZEMAN	\$188,380.10	\$695,585.68	\$79,954.36	\$138,437.86	15,719.25	\$17,428.30	61,662.14	\$43,530.85
BILLINGS	\$940,145.90	\$3,261,360.05	\$135,910.84	\$580,620.66	76.75	\$154,937.29	468,506.5	\$79,202.87
BUTTE	\$726,030	\$1,968,289	\$27,716.84	\$238,724.50	13,355	\$69,986.91	321,280	\$160,971.33
GREAT FALLS	\$586,699.50	\$1,701,030.40	\$58,213.63	\$582,677.63	15,905.50	\$23,833.49	229,535.96	\$132,242.62
HELENA	\$391,881	\$1,242,273	\$46,793.55	\$186,577.24	895.50	\$15,086.56	149,827.16	\$92,885.08
MISSOULA	\$381,187.85	\$1,283,769.27	\$22,147.84	\$255,470 (est)	284	\$16,839.51	140,385.55	\$16,236.11
TOTALS	\$3,214,324.35	\$10,152,307.40	\$370,737.06	\$1,982,507.89	46,236.00	\$298,112.06	1,371,197.31	\$525,068.86

**Warm Springs Addictions Treatment & Change Program
Fourth and Subsequent Felony DUI Program**

**WATCH WEST
Warm Springs, Montana**

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**WATCH EAST
Glendive, Montana**

Deb Dion
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WATCH WEST PROGRAM HISTORY

Montana sentencing statute, 61-8-731, MCA, was revised in the 2001 Montana Legislature to allow the DOC to place fourth and subsequent DUI offenders in a treatment facility rather than prison. The sentence is for 13 months, however, if an offender successfully completes the six-month program, the remaining seven months may be served on probation. When an offender does not participate, or is deemed inappropriate for treatment in a modified therapeutic community, they are placed at a state prison or jail for 13 months.

The WATCH program is a partnership between Community, Counseling and Correctional Services Inc. (CCCS) and the DOC. WATCH opened in February 2002 at Warm Springs to provide an alternative, proactive response to traditional sentencing of adult felony DUI offenders.

GOALS, MISSION, PURPOSE

The Warm Springs program, known as WATCH West, is an intensive cognitive/behavioral-based (modifying thoughts, assumptions, beliefs, and behaviors) addictions treatment community designed to assist offenders in the development of the skills necessary to create pro-social change, reduce anti-social thinking, criminal behavior patterns and the negative effects of chemical addictions while integrating more fully into society. Effective treatment for fourth and subsequent DUI offenders can be part of the solution for reducing DUI arrests.

Research indicates that the most promising approach to substance abuse treatment is the modified therapeutic community model. The program believes that treatment strategies for achieving increased self-regulation for chemical abuse and criminal conduct must be made to fit the offender's level of awareness, cognitive development, and determination to change disruptive patterns of thought and behavior.

At WATCH, staff use the appropriate strategies at the particular stages of each offender's process of change. It is believed that self improvement and change involves developing the motivation to change. Once the therapeutic alliance is forged, self-regulating skills may then be learned through motivational counseling, therapeutic confrontation and reinforcement of life-enhancing behavior. Effective treatment must integrate the principles of both therapeutic and correctional treatment models.

ELIGIBILITY REQUIREMENTS

The contract between DOC and CCCS requires a screening committee to determine acceptance into WATCH. This committee is composed of two representatives from WATCH West, two DOC representatives and one from Montana State Hospital. Generally, all offenders convicted of a fourth or subsequent DUI are accepted. However, several exclusions may apply, such as a history of violence or medical or mental health conditions impacting the offender's ability to participate in the program.

COST/CAPACITY

DOC pays a daily rate of \$90.02 per offender. The program has a capacity of 106 offenders, in addition to two inmate workers. Compensation for each of these workers is \$55.67 per day.

FUNCTIONS OF PROGRAM

In the past two fiscal years, 405 offenders successfully completed treatment at WATCH West and returned to communities to be supervised by state P&P officers for the remainder of their sentences. Since the program's inception, 1,311 offenders have successfully completed the treatment.

WATCH is unique in its intensity and duration. Programming is provided 8½ hours per day. The therapeutic community (TC) model ensures that offenders are held accountable all waking hours.

The WATCH program utilizes the modified TC model which simulates a healthy population and uses community as a treatment method. Rules and roles for each offender, or "family member," are well defined and are to be followed by participants. Treatment includes a strong emphasis on criminal thinking errors, 12-step programming, relapse prevention, and skill building.

The program is followed by mandatory aftercare in the community.

SERVICES

SCREENING AND ASSESSMENT-ORIENTATION

Within the first week of placement, a comprehensive assessment is completed to determine medical and mental health status, level of risk and risk factors for recidivism, level of substance abuse, and other factors needed for development of a comprehensive individualized treatment plan.

MODIFIED THERAPEUTIC COMMUNITY MODEL

As compared to the traditional TC model, this model is more staff intensive and structured. WATCH has a model that includes:

- Three living areas designated as separate families
- Community meetings held twice daily
- Family structure and roles
- Programming conducted, and integrated within each family unit
- Each family unit has two chemical dependency counselors, one case manager and a counselor technician
- Therapeutic tasks
- Responsibility and discipline
- Rules and regulations

CHEMICAL DEPENDENCY PROGRAMMING

The curriculum has three phases that emphasize an offender's ability to change. It includes non-mandatory 12-step programming and involvement in Alcoholics Anonymous and Narcotics Anonymous meetings to encourage participation in these support groups after discharge.

COGNITIVE PRINCIPLES AND RESTRUCTURING

The curriculum is cognitive-based and divided into two phases: a four-week initial phase and a 16-week intermediate phase. The focus is on criminal-thinking reports and identifying each offender's criminal cycle, then developing an action plan to change the behavior.

CRIMINAL THINKING ERRORS

A structured program of lectures and specific group work exercises that explore the underlying reasons for negative and antisocial thinking and offer remedial methods to redirect thinking and actions to achieve a change to pro-social behavior.

FAMILY RELATIONSHIPS/PARENTING PROGRAM

All offenders are screened and assessed for participation in the family relationships/parenting group. This program consists of 12 weekly sessions lasting approximately one hour and is open-ended so that offenders can begin at any point and progress at their own pace. The program consists of group work, reading assignments, reflections, and written work designed to educate offenders on tools that they can use when parenting their own children.

ANGER MANAGEMENT

All offenders are screened and assessed for participation in anger management groups that meet weekly for approximately one hour. They use lessons aimed at dealing with the underlying issues that cause anger and offer positive, pro-social interventions to appropriately deal with angry thoughts and feelings. This is a "closed program," which means one group will begin and end together to enhance trust and sharing of sensitive issues.

LIFE SKILL DEVELOPMENT

All offenders at WATCh participate in life skills development classes. These cover such topics as interpersonal skills, financial management, food management, personal appearance, health, seeking and keeping a job, legal skills, emergency and safety skills, community resources, and housekeeping.

VICTIM ISSUES/RESTORATIVE JUSTICE

A cognitive/behavioral approach is used to assist offenders in understanding the serious consequences of their actions, appreciate the pain and trauma they have caused their victims, and build empathy for their victims.

GRIEF GROUPS

WATCh offers help for offenders to address the grief and loss issues. Individuals are referred by their primary treatment team and a group typically lasts two months.

MEN'S ISSUES

This group focuses on addressing the unique needs and issues facing men and consists of group work, reading assignments, and journaling.

NEGLIGENT VEHICULAR HOMICIDE GROUP

The DOC has authorized WATCh West to accept up to five offenders who have been convicted of negligent vehicular homicide. Known as "The Knights," this group also includes those who have been sentenced for a felony DUI and may have taken a life while under the influence in a previous charge. This weekly group allows The Knights to begin to move beyond the need to

protect themselves and avoid directly talking about their experience, and to become responsible recovering adults capable of caring and humility. They are able to confront shame and grief, and learn to share with others in a socially acceptable manner.

WELLS TOASTMASTERS GROUP

Started in early 2007, the Toastmasters group's goal is to instill confidence in offenders when speaking in public, with P&P officers, on the job, or any circumstance. This group is self-directed with up to 15 offenders who meet on a bi-weekly basis.

CENTURIONS

This group is composed of offenders 60 year or older. The focus is to help those with age-specific issues such as loneliness, loss, and a lack of sense of purpose within the community.

COMMUNITY SPEAKERS BUREAU

This group consists of offenders who deliver motivational speaking at schools in local communities utilizing the WATCH "pay it forward" motto. They have shared their message with about 1,500 students, in addition to school staffs.

OTHER PROGRAM COMPONENTS

- UA testing
- System of incentives and sanctions
- Recreational programming

RECIDIVISM / PROGRAM EVALUATION

Evaluation begins on the first day an offender arrives. Initially, evaluation efforts focus on the structure and process of the program itself. Progress through various phases and completion assignments is tracked throughout an offender's treatment experience.

Following discharge, offenders are tracked using a variety of measures:

- | | |
|---|-------------------------------|
| • Arrest data | • Payment of fines |
| • Technical violations | • Continuity of care |
| • Revocations | • Sobriety or use information |
| • Convictions | • AA attendance |
| • Degree of compliance with the
aftercare/discharge plan | • Employment |

Offenders successfully completing the program are tracked while on probation. Two methods of tracking are used:

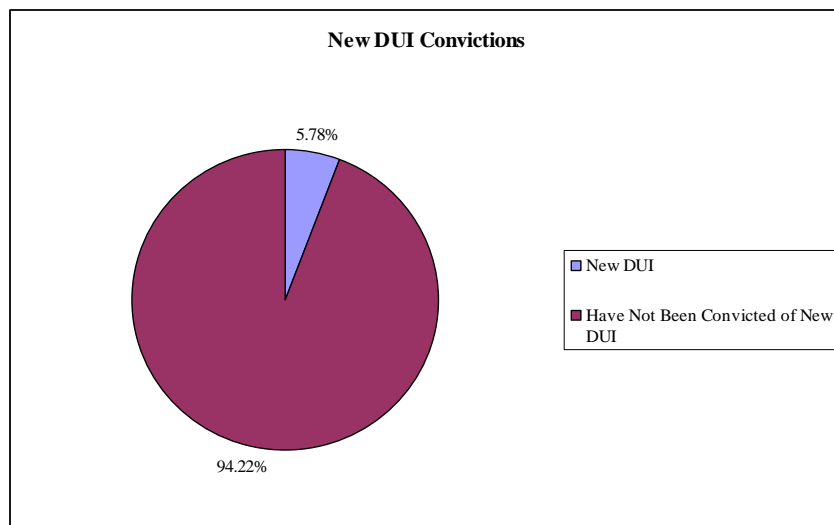
1. OMIS for convictions and technical violations on a monthly basis, and
2. Analysis of the ten measures based on information from supervising P&P officers on a semi-annual basis.

STATISTICS

The following is a compilation of statistics for WATCH West for all offenders who entered the program during the past two fiscal years.

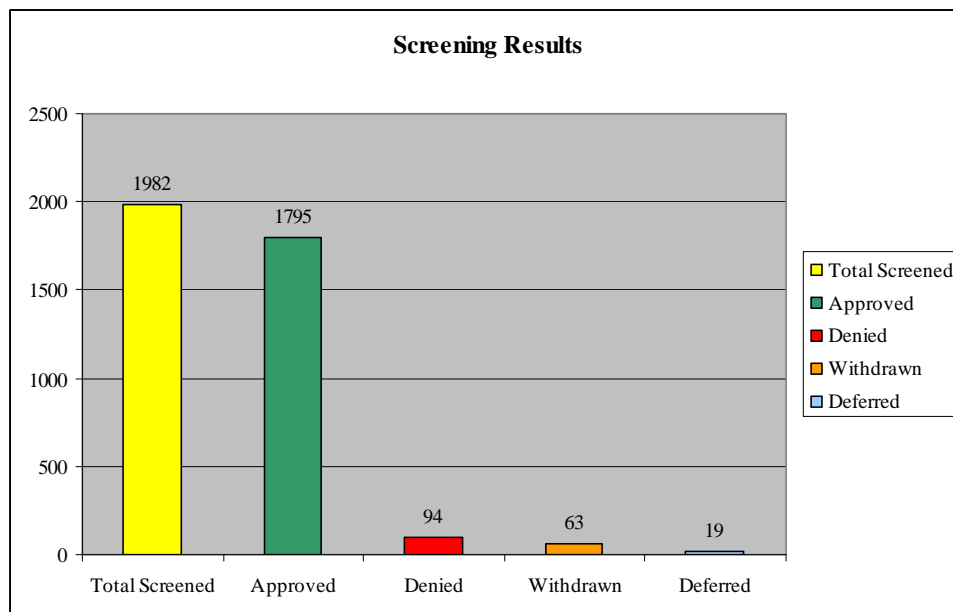
AVERAGES

- Age at admission: **42.88**
- BAC at time of arrest: **.207**
- Number of DUI'S: **5.64**
- Number of misdemeanors: **18.79**
- Number of felonies (includes current charges): **2.59**
- Number of prior outpatient treatments (before WATCH): **.87**
- Number of prior inpatient treatments (before WATCH): **1.28**
- Age of first use: **13.77**
- Level of education: **11.87**
- Number of dependents: **1.4**
- Length of stay to complete treatment: **183 days**
- New DUI conviction: **88 (5.8%)** (Feb 2002-June 2008)
- Individuals with psychiatric conditions: **23.5%**
- Primary drug of choice: **Alcohol**
- Secondary drug of choice: **Marijuana**
- Tertiary drug of choice: **Methamphetamine**



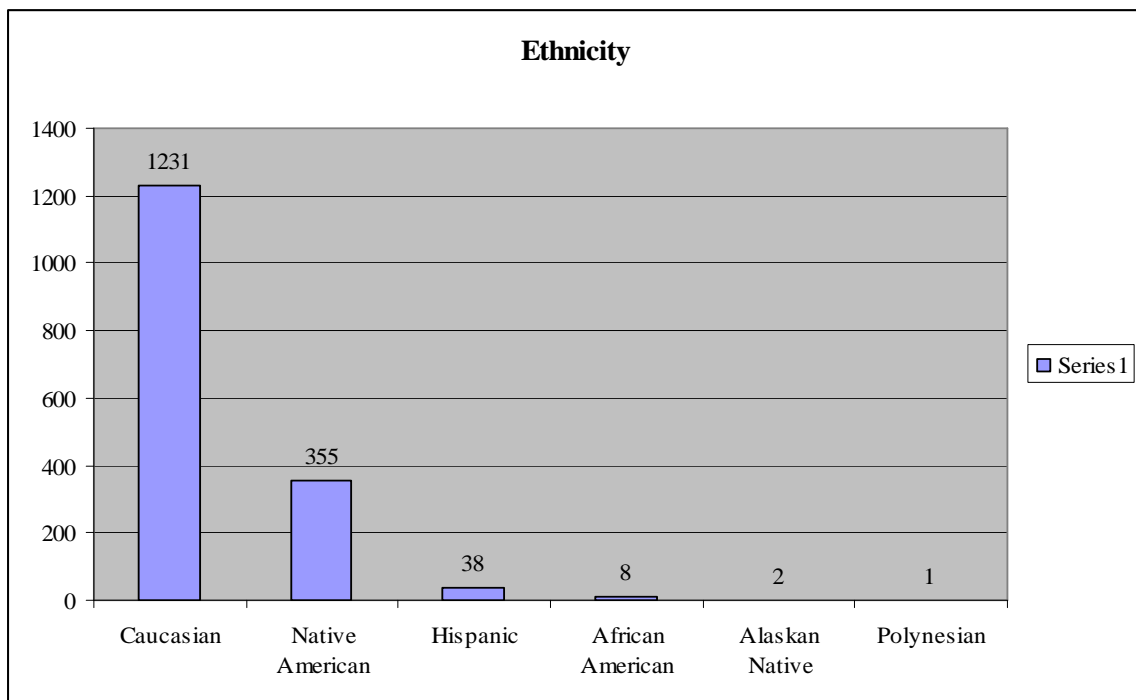
SCREENING and WAITING LIST

- Waiting List: **50**
- Total number screened: **1982** (Feb 2002-June 2008)
 Males: **1853** (93.39%) Females: **129** (6.61%)



- Total Approved: **1,795** (91.11% of total screened Feb 2002-June 2008)
 - Number withdrawn: **63** (3.18% of total screened)
 - Number deferred: **19** (.19% of total screened)
 - Number denied: **94** (4.75% of total screened)
 - Due to criminal history: **60**
 - Due to inappropriate sentence: **9**
 - Medically inappropriate: **10**
 - Denied by DOC: **13**
 - Denied by BOPP: **2**
- Total number of admissions to the program (Feb 2002-June 2008): **1,635**
 - 1,513** Males (92.60%) **122** Females (7.40%)

ETHNICITY

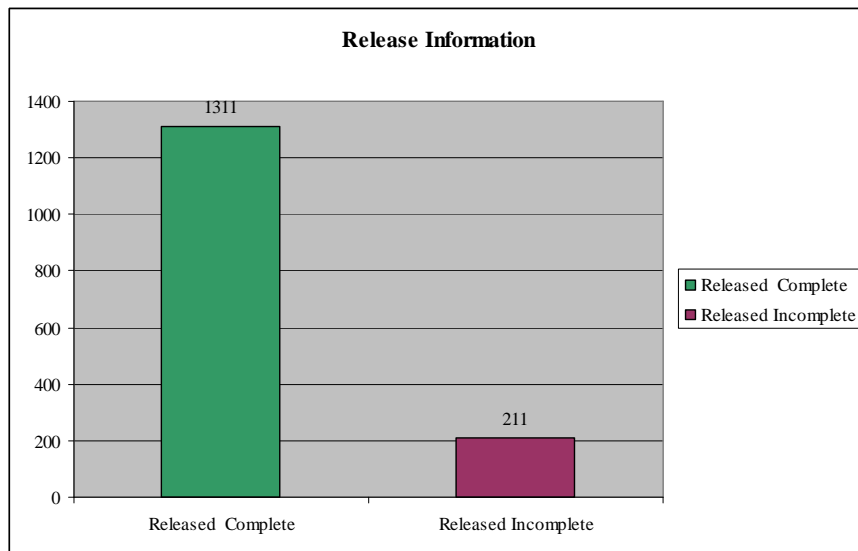


- **1231 Caucasian** (75.30%)
- **355 Native Americans** (21.83%)
- **38 Hispanic** (2.27%)
- **8 African American** (.42%)
- **2 Alaskan Native** (.12%)
- **1 Polynesian** (.06%)

POST-TREATMENT INFORMATION

TOTAL NUMBER OF RELEASES: **1,522** (February 1, 2002 to June 30, 2008)

- **1,311** (86.13%) of total released were treatment complete.
- **211** (13.87%) of total released were for the following reasons:
 - 44** Transferred to WATCH East
 - 70** Voluntarily resigned
 - 89** Discipline/Sanctions/Sentencing/Other
 - 6** Medical reasons
 - 2** Due to death



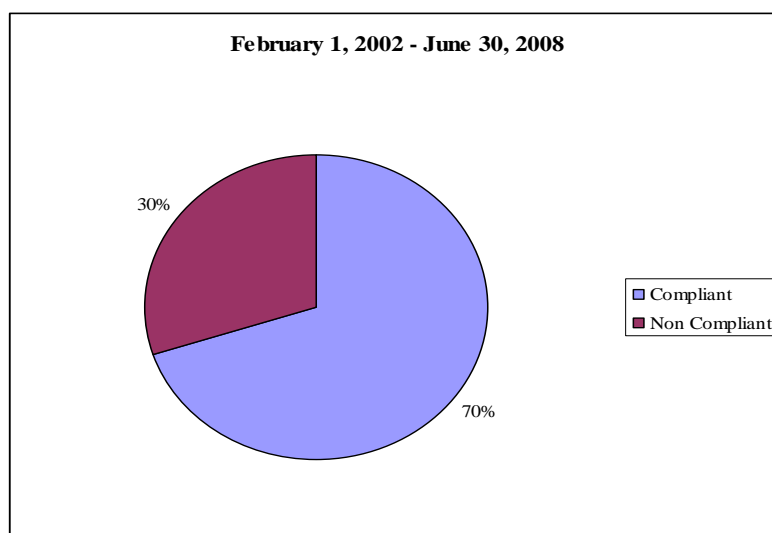
OTHER INFORMATION

For year 2007 to June 2008:

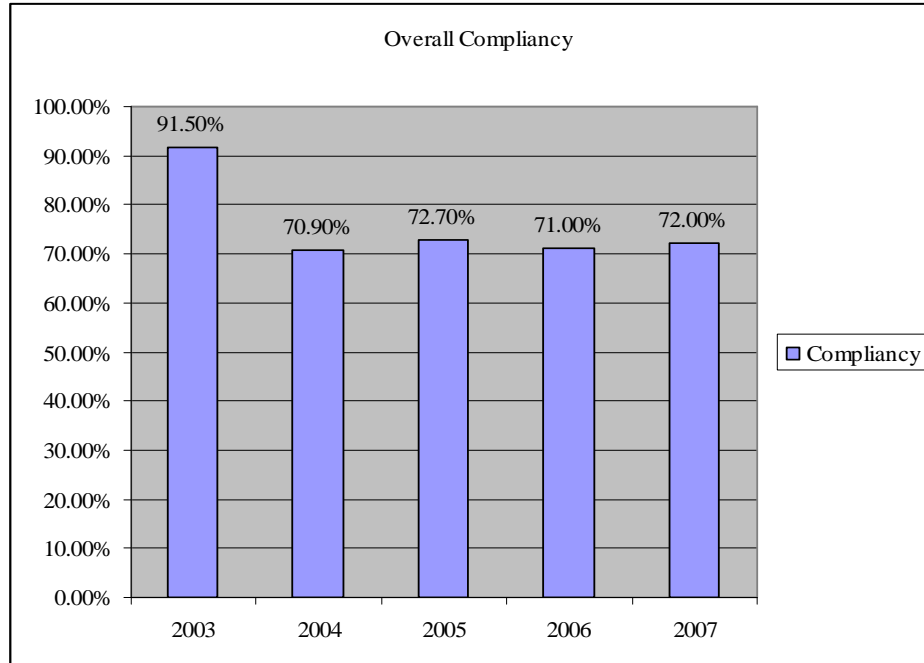
- Number of Escapes: **0**
 - Number of Positive Urinalysis: **0**
 - Number of Positive Breath Analysis: **0**
 - Number of Class I write-ups: **1**(formal)
 - Number of Class II write-ups: **56** (14 were formal)
 - Number of Class III write-ups: **84**
- (NOTE: positive drug test do not include intake UA's or BA's)**

Total P&P/Aftercare Compliancy Rate (February 1, 2002 – June 30, 2008)

70.1%



OVERALL PROGRAM COMPLIANCY



TOTAL COMPLIANCY RATES

- 2003 – **91.5%**
- 2004 – **70.9%**
- 2005 – **72.7%**
- 2006 – **71.0%**
- 2007 – **72.0%**

As you can see by this data, since the opening of WATCH West, the program has significantly met the needs of this incredible problem in Montana. Less than six percent of all graduates have been sentenced for a new DUI offense. Even more significant is the fact that more than 70 percent of all graduates of the program have remained in total compliance with all of their court, aftercare, and probationary conditions. The efficacy of WATCH West and the direct supervision of adult P&P have significantly increased the safety of Montanans at less cost than prison.



WATCH EAST PROGRAM HISTORY

On Feb. 1, 2005, through a cooperative effort with the community of Glendive, DOC and Community, Counseling and Correctional Services Inc. (CCCS), WATCH East opened its doors to 40 offenders who transferred from WATCH West.

GOAL/MISSION/PURPOSE

WATCH East is based on the same program philosophy and treatment model as WATCH West. It is an intensive six-month, cognitive/behavioral-based addictions treatment community, designed to assist offenders in the development of skills needed to integrate fully into society. The purpose of the program is to increase public safety by providing treatment, which improves the lives of the participants and their families, while making Montana a safer place for all citizens.

ELIGIBILITY REQUIREMENTS

All female felony DUI offenders in Montana and male felony DUI offenders from the eastern part of the state are screened for admission to WATCH East. Male offenders from other areas in Montana are also screened and accepted as space allows. All offenders who apply to the program for acceptance are screened by a committee comprised of a law enforcement officer, a P&P officer, a representative of the Glendive community in general, a resident of the neighborhood where the facility is located, and the WATCH East administrator.

COST/CAPACITY

The DOC pays a daily rate of \$110.49 per offender.

WATCH East has a capacity of 42 male and female offenders. The DOC determined in 2008 that overwhelming public support existed to expand the program by ten beds. This addition will help reduce the number and cost of offenders waiting in county jails for space to become available in the program.

FUNCTION OF PROGRAM

The therapeutic community model simulates a healthy family environment and teaches the offenders to live together in a pro-social manner while holding themselves and others accountable. The program teaches offenders how to develop the skills needed to create pro-social change, reduce anti-social thinking, interrupt criminal behavior patterns, address the negative affects of chemical addictions, and help them to integrate more fully into society. WATCH encourages participants to play an active role in their recovery by accepting personal responsibility for their behavior and their life path. Offenders learn how to build a mature, responsible lifestyle characterized by adherence to a strict moral code of ethics and behavior. WATCH reduces recidivism and increases public safety, while saving lives and taxpayer dollars.

SERVICES

The therapeutic community is the cornerstone of the treatment model at WATCH East, but an effective (research-proven) curriculum is also an important part of the treatment. Offenders are involved in treatment, programming, and groups for more than nine hours a day. The curriculum is the same as that at WATCH West.

ASSESSMENT AND SCREENING

Within a week of admission, a series of assessments is completed to determine medical and mental health status, level of risk and risk factors for recidivism, level of substance abuse, and other factors needed to develop a comprehensive individualized treatment plan.

MODIFIED THERAPEUTIC COMMUNITY MODEL

When compared to the traditional model, the modified version is more staff intensive and structured. The WATCH model consists of the following components:

- Family structure and roles
- Community meetings held twice daily
- Programming conducted within the family unit
- Therapeutic tasks
- Responsibility and discipline
- Rules and regulations

The family unit has two chemical dependency counselors, one case manager, and two counselor technicians. In addition, at least two security officers are on duty at all times. The program also employs nurses, cooks and administrative staff, for a total of 27 employees.

CHEMICAL DEPENDENCY PROGRAMMING

The curriculum is cognitive/behavioral-based and has three phases that emphasize an offender's ability to change.

COGNITIVE PRINCIPLES AND RESTRUCTURING

The focus of this cognitive-based curriculum is on criminal-thinking reports and identifying each offender's criminal cycle and developing an action plan to change behavior.

CRIMINAL THINKING ERRORS

This is a structured program which explores the underlying reasons for negative and anti-social thinking. It offers methods to redirect thinking with actions that help the offender achieve pro-social behavior.

ANGER MANAGEMENT

Offenders are screened for participation in an anger management group that is held weekly and consists of 6-8 sessions aimed at dealing with the underlying causes for anger. It also teaches positive pro-social ways to deal with angry thoughts and feelings. At WATCH East, men and women are separated for these classes.

LIFE SKILLS AND CAREER DEVELOPMENT

All offenders at WATCH East participate in college-level classes. The offenders learn new ways to enjoy life without alcohol and learn about managing finances, communicable diseases, interpersonal skills, and other health and employment related skills. In addition to the three-credit life skills class, all offenders attend nine one-credit workshop classes taught by Dawson

Community College (DCC) instructors. College-donated computers are available for offenders to learn how to prepare a professional resume. Offenders take courses such as English fundamentals, job readiness, self-nurturing, oral expressions, nurturing others, art expression, word processing, thinking for success, and yoga. One college credit is earned for each workshop class completed. Twelve college credits are awarded and a certificate in "Life Skills and Career Development" given from DCC upon successful completion of the WATCH East program.

VICTIM'S ISSUES/RESTORATIVE JUSTICE

This is another cognitive/behavioral approach to teach offenders the serious consequences of their actions. They learn how they have caused pain and trauma to their victims. They also develop empathy for the people they have hurt.

GRIEF GROUP

This is a co-gender group which last 6-8 weeks and focuses on the importance of dealing with loss through a healthy process of grieving.

CO-DEPENDENCY

This group lasts for 6-8 weeks and teaches skills that are needed to understand the addiction process. The overall goal is to provide the skills needed for sobriety.

MEN'S TRADITIONAL FATHERS

Men attend this weekly class that focuses on healthy relationships and supportive male roles in the family.

WOMEN'S ART WORKSHOPS

Offenders are given an opportunity to express themselves non-verbally through art. The goal is to provide an alternative way to express emotions, dreams, and fears that is less threatening and encourages empowerment.

RELAPSE PREVENTION

All offenders attend this group for 8-12 weeks. Each offender identifies their individual relapse triggers and develops a healthy lifestyle plan to use when they return to their home and community.

THINKING FOR CHANGE

In this weekly group, all offenders learn new ways to think through problems and plan rational solutions.

12-STEP PROGRAMMING

This includes such options as Medicine Wheel, Rational Recovery, Alcoholics Anonymous or Narcotics Anonymous meetings to encourage active participation in recovery groups upon discharge. Recovery meetings are held five days a week.

GED CLASSES

Dawson Community College provides a GED instructor who conducts classes five days a week. GED testing is held monthly, and those who pass a pre-test are eligible to test for their GED. Thirteen offenders have taken their GED.

OTHER PROGRAM COMPONENTS

- Urinalysis testing
- DNA testing
- Incentives and sanctions
- Recreational programming
- Optional Native American smudge ceremony
- Optional Bible study and non-denominational Sunday church services

RECIDIVISM / PROGRAM EVALUATION

The program is continually evaluated with focus on the structure and process of the program itself. In addition, each offender anonymously evaluates their treatment experience before leaving the program. Some of the comments made on the evaluation forms have included:

“This is the best thing that has ever happened to me. I am truly grateful to have help to change my future for the better.”

“I learned more than I ever imagined possible, all groups and classes were invaluable.”

“The whole treatment experience is just what I needed and I will never look at life the same way. Now I know how to be healthy!”

Following discharge, outcome measures are tracked by using:

- Arrest data
- Technical violations
- Revocations
- Convictions
- Recovery meeting attendance
- Degree of compliance with aftercare/discharge plan
- Continuity of care
- Sobriety information

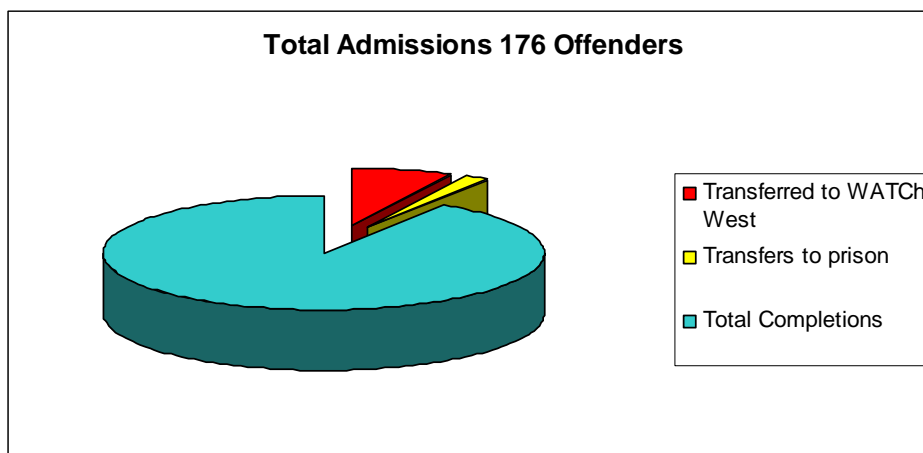
Offenders who complete the program are tracked for five years. Methods of tracking include:

- Using OMIS for convictions and technical violations
- Collection of information from P&P Officers on a bi-annual basis

STATISTICS

Statistical data for this report was compiled from July 1, 2006 through June 30, 2008.

ADMISSIONS

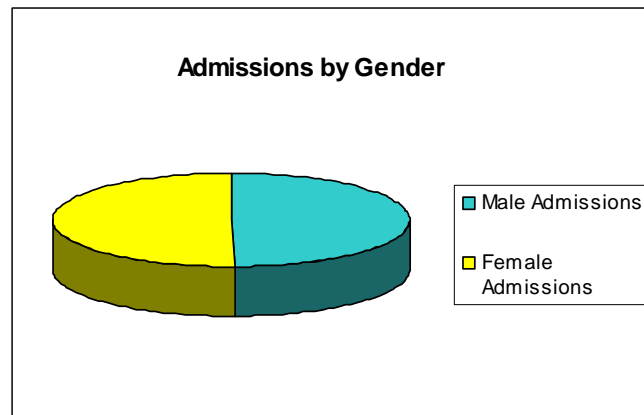


Total admissions: **176**

Successfully completed: **160**

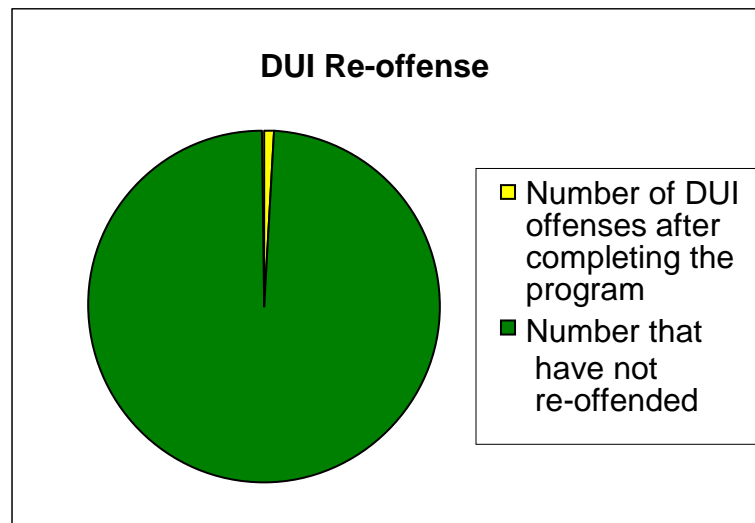
Transferred to WATCH West: **13**

Transfers to prison: **3** (Two voluntarily resigned, one needed mental health stabilization)



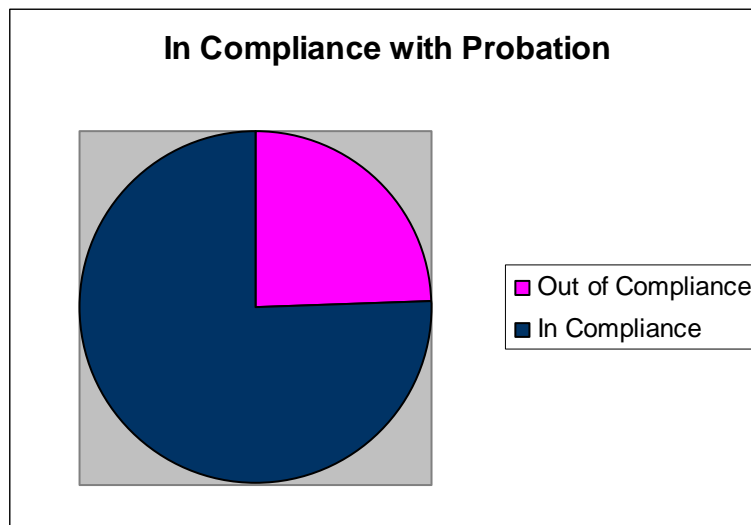
Preference is given to females since this is the only state-approved treatment facility for felony female DUI offenders. The greatest number of women participating in treatment at one time was 28 and the lowest number was 13. Since opening, male admissions make up 49.8 percent and females make up 50.2 percent of the total population. As of late 2008, 24 women and 18 men were at WATCH East.

DUI RE-OFFENSE



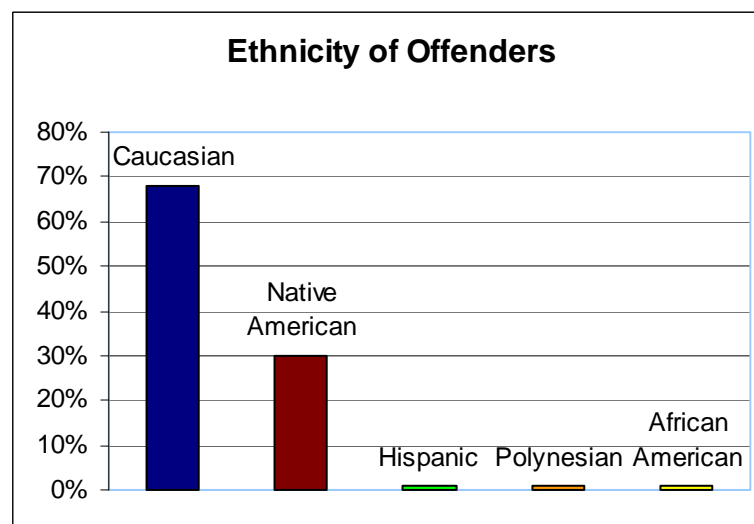
Of the 160 offenders who have successfully completed the program during this reporting period, **only two have been convicted of an additional DUI, for a success rate of over 99 percent.** This level of success reflects significant progress in increasing public safety, saving lives and taxpayer dollars.

COMPLIANCE



Former offenders are monitored for more than new DUIs. They are tracked through biannual reports of respective P&P officers. Collective results indicate that 39 offenders are out of compliance with some aspect of their probation. Included in that number are the two who received convicted of a new DUI and nine offenders who have had their probation/parole revoked for alcohol violations. The remaining 28 are not in compliance for a variety of reasons. They may be unemployed, not going to school, not paying their fines, not attending aftercare, driving without permission, using alcohol or other rule violations. **This means that 76 percent of WATCH East's successful graduates are in full compliance with all aspects of their probation – a clear indication of WATCH's effectiveness.**

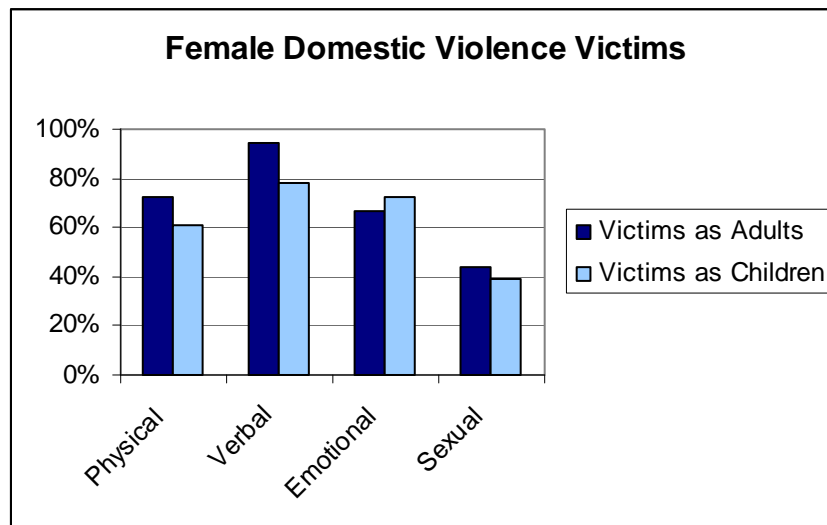
ETHNICITY



Ethnicity of Offenders is:

- **68% Caucasian**
- **29% Native American**
- **1% Hispanic**
- **1% Polynesian**
- **1% African American**

OTHER INFORMATION



While women make up about half the population at WATCH East, their medical and counseling needs exceed that of most males. In a recent survey, not only do the women have chronic alcohol abuse problems, but nearly all have been the victims of violence and abuse, many since childhood. We have tailored the program to recognize these issues and to empower women to break the cycle of violence.

CONNECTIONS CORRECTIONS PROGRAM



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Fax (406) 782-6964

PROGRAM HISTORY

The Connections Corrections Program, a 60-day residential chemical dependency treatment program, opened in Butte in March 1998 as a 30-bed co-ed chemical dependency treatment facility designed to serve the state correctional population and federal probationers, parolees, and inmates throughout the state. Today, the CCP facility has 42 beds for state offenders.

In February 2005, CCP expanded to a portion of building housing WATCH West in Warm Springs, providing 40 more treatment beds for male offenders. Since then, twelve more beds were added for a total capacity of 52 beds. P&P officers can use 10 of the beds to sanction offenders who violate conditions of their community placements.

In March 2007, CCP's Butte facility became an all-male program with the opening of the Passages female treatment program in Billings. During the summer of 2007, the Butte P&P office relocated from the CCP building, allowing CCP to expand by occupying the entire floor of the building.

GOALS, MISSION, PURPOSE

As the degree of services required to effectively treat offenders increases, both programs have evolved and changed over the years. They continue to provide evidenced-based curricula and methods of providing the best possible programming for a difficult population, while continuing to modify and strengthen the program with the latest practices.

ELIGIBILITY REQUIREMENTS

Eligible offenders are those committed to the DOC with a recommendation and/or assessment for alcohol or drug treatment and offenders recommended by the BOPP who need alcohol or drug treatment before the BOPP will approve the parole. All male parolees and conditional release and prerelease offenders who have received an intervention, on-site or disciplinary hearing through P&P may be placed in the sanction treatment beds at CCP in Warm Springs.

COST OF SUPERVISION

The cost per day for an offender in CCP is \$73.45.

CAPACITY

The total capacity of CCP operations is 94 beds for male offenders.

FUNCTIONS OF PROGRAM

Both CCP operations underwent changes through adoption of the therapeutic community treatment model.

STATISTICS

Average monthly statistics for CCP:

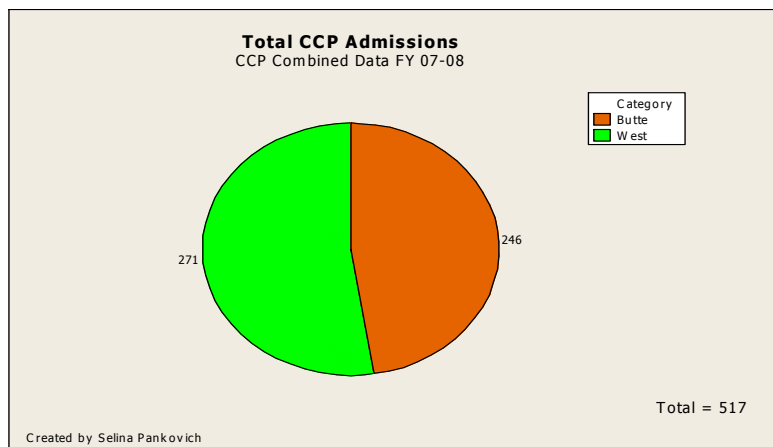
- Individual counseling sessions: **180**
- Chemical dependency group hours: **96**
- Number of criminal thinking errors groups: **26**
- Positive drug test results: **0 of 54**
- Escapes or escape attempts: **0**
- Number of formal disciplinary hearings: **2**
- Number of admissions and releases: **20**
- Number of cognitive principles & restructuring groups: **21**

Admissions to the combined programs, from March 3, 1998 through May 1, 2008, totaled 3,405 offenders. During this period, CCP realized a 96.5 percent program completion rate, with 3,283 offenders released to probation or parole, interstate supervision, ISP, or to a prerelease center to complete their programming.

122 (3.5%) offenders did not complete the program:

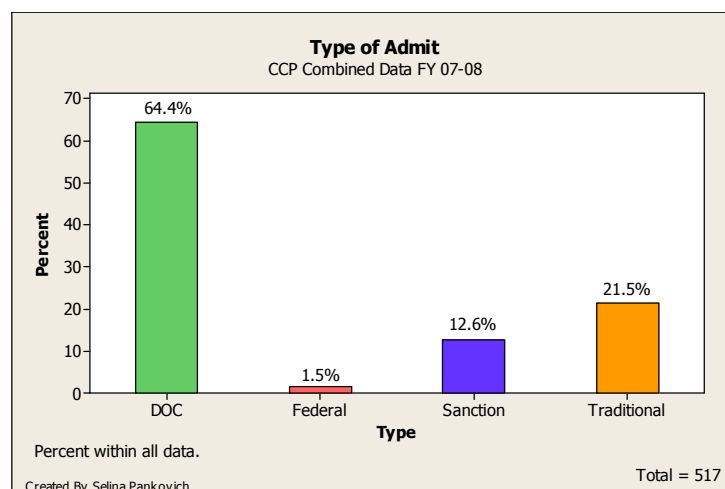
- **54** offenders were removed for excessive rule violations.
- **23** offenders voluntarily resigned from the program and moved o a higher level of security.
- **19** offenders were transferred to the prison infirmary due to medical or mental health conditions that were beyond CCP's ability to treat.
- **13** offenders walked away from CCP Butte without permission.
- **9** offenders were placed at an increased custody level due to the discovery of new charges or warrants.
- **3** offenders were placed in federal custody due to pending federal charges or detainers.
- **1** offender died at CCP West in April 2006.

A total of **517** offenders were admitted to CCP in fiscal year 2008; **246** at CCP Butte and **271** at CCP West.



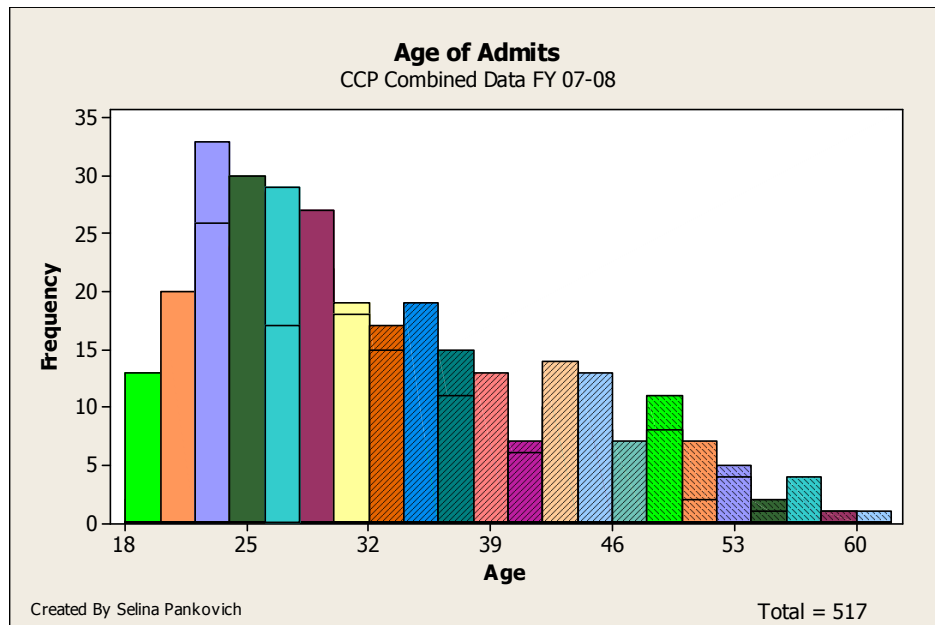
The 517 admissions included the following classifications:

- DOC commitments (not transferring from MSP or regional prison): **333**
- Traditional offenders (transfers from MSP or regional prison): **111**
- Sanctions (sent to CCP West in lieu of incarceration): **65**
- Federal probation and pre-trial clients: **8**



Age of CCP Offenders:

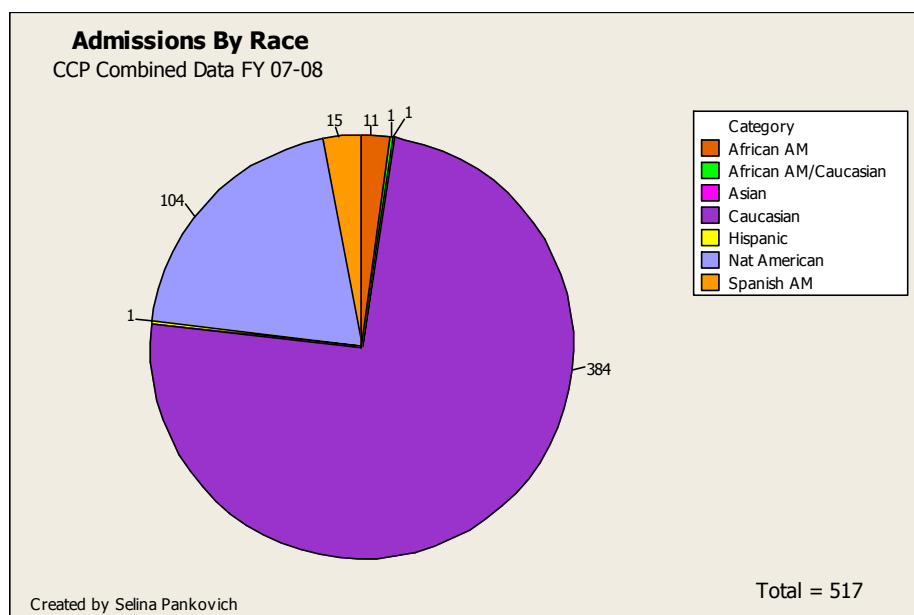
Total Variable	Count	Mean	Minimum	Median	Maximum
Age	517	32.1	18	30	61



Tally for Discrete Variables: Race

Race	Count	Percent
African AM	11	2.1
African AM/Caucasian	1	0.2
Asian	1	0.2
Caucasian	384	74.3
Hispanic	1	0.2
Nat American	104	20.1
Spanish AM	15	2.9

N = 517

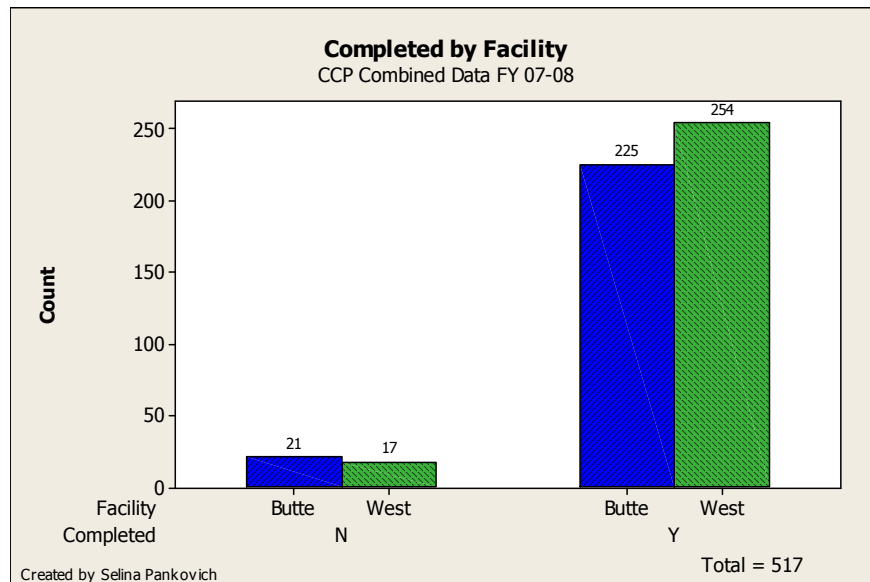


Program Completions:

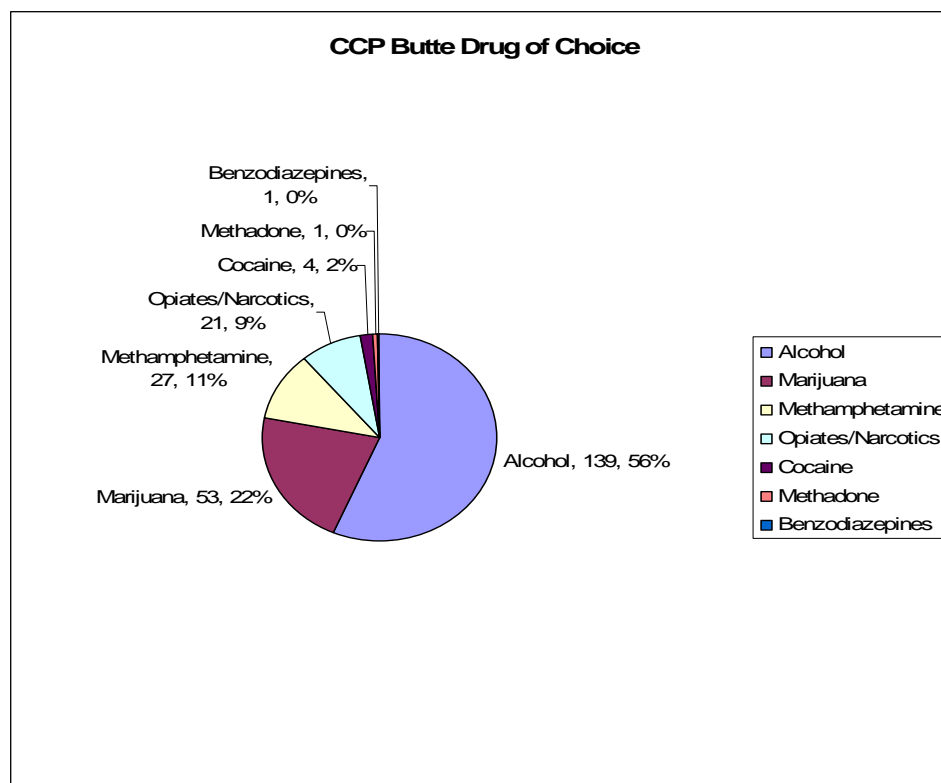
517 total admissions (CCP West 254, 225 CCP Butte)

479 program completions (92.6%)

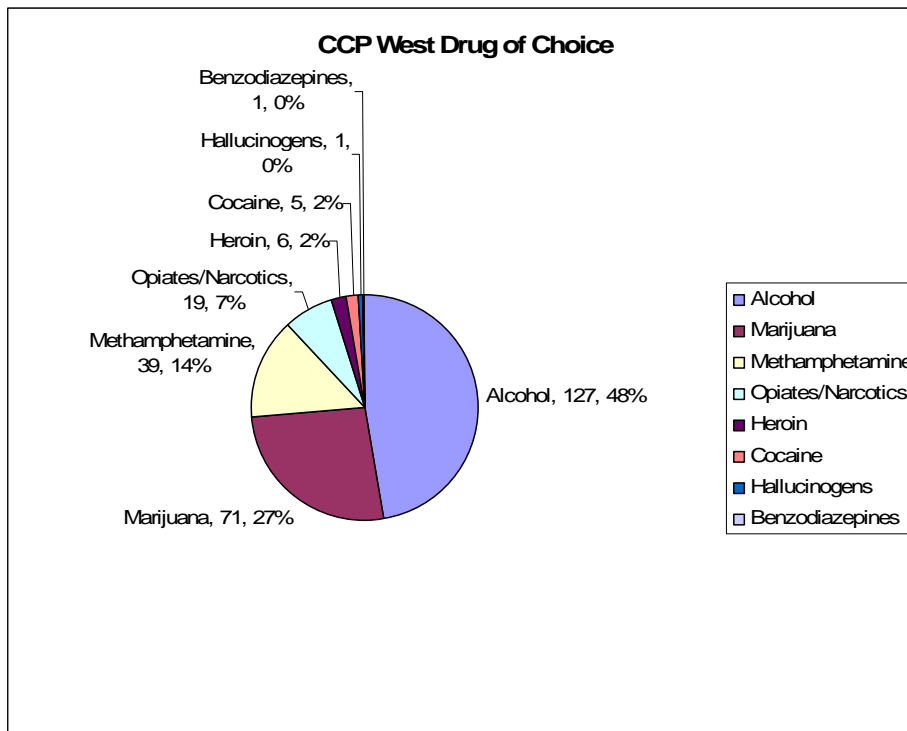
38 non-completion (CCP West 17, CCP Butte 21)



CCP Butte Drug of Choice – 246 Admissions



CCP West Drug of Choice – 271 Admissions



CCP West Criminal Offense 07-08

Crim Possession Drugs	48
Burglary	30
Assault with a Weapon	25
Theft	24
Criminal Endangerment	18
DUI Revoked Sentence	17
Criminal Mischief	11
Forgery	10
Bad Checks	9
Partner/Family Assault	8
Crim Poss with Intent to Sell	7
Assault on an Officer	6
Criminal Distribution Drugs	5
Robbery	5
Aggravated Assault	4
Failure to Register Violent	4
Fraud Obtaining Drugs	4
Accountability to Robbery	3
Criminal Manufacture Drugs	3
Assault on a Minor	2
Bail Jumping	2
Deceptive Practices	2
Meth Lab	2
Property Sub. Forfeiture	2
Accountability to Distribution	1
Accountability to Burglary	1
Aggravated Burglary	1
Arson	1
Attempted Homicide	1

CCP Butte Criminal Offense 07-08

Crim Possession Drugs	44
DUI Revoked Sentence	33
Burglary	26
Theft	20
Criminal Endangerment	17
Partner/Family Assault	15
Crim Distribution Drugs	11
Bad Checks	10
Crim Poss with Intent to Sell	10
Assault with a Weapon	8
Criminal Mischief	7
Robbery	6
Accountability to Robbery	4
Meth Lab	4
Forgery	3
Aggravated Assault	2
Bail Jumping	2
Criminal Sales of Drugs	2
Fraud Obtaining Drugs	2
Negligent Veh Assault	2
Possession of a Firearm	2
Tampering Witness	2
Accountability to Forgery	1
Accountability to Theft	1
Assault Causing Injury	1
Assault on a Minor	1
Assault on an Officer	1
Concealed Weapon	1
Counterfeiting	1

Attempted Manufacture Drugs	1	Deceptive Practices	1
Concealed Weapon	1	Drug Trafficking	1
Criminal Sales of Drugs	1	Failure to Register Violent	1
Intimidation	1	Negligent Homicide	1
ISP Escape	1		
Mitigated Del Homicide	1		
Negligent Arson	1		
Negligent Vehicular Assault	1		
Stalking	1		
Tampering with a Witness	1		

CCP Butte
County of Sentence 07-08

Yellowstone	42
Missoula	32
Lewis & Clark	27
Flathead	26
Gallatin	20
Cascade	17
Hill	11
Silver Bow	10
Lake	8
Lincoln	6
Glacier	6
Rosebud	4
Ravalli	4
Jefferson	4
Big Horn	4
Richland	3
Custer	3
Stillwater	2
Sanders	2
Fergus	2
Deer Lodge	2
Beaverhead	2
Toole	1
Park	1
Mineral	1
Chouteau	1
Blaine	1

CPP West
County of Sentence 07-08

Yellowstone	61
Missoula	36
Lewis & Clark	24
Flathead	22
Gallatin	21
Lake	20
Cascade	17
Hill	13
Ravalli	12
Lincoln	7
Sanders	5
Mineral	4
Big Horn	2
Blaine	2
Fergus	2
Park	2
Teton	2
Toole	2
Carbon	1
Chouteau	1
Dawson	1
Deer Lodge	1
Glacier	1
Jefferson	1
Madison	1
Richland	1
Stillwater	1
Valley	1
Wheatland	1
Wibaux	1

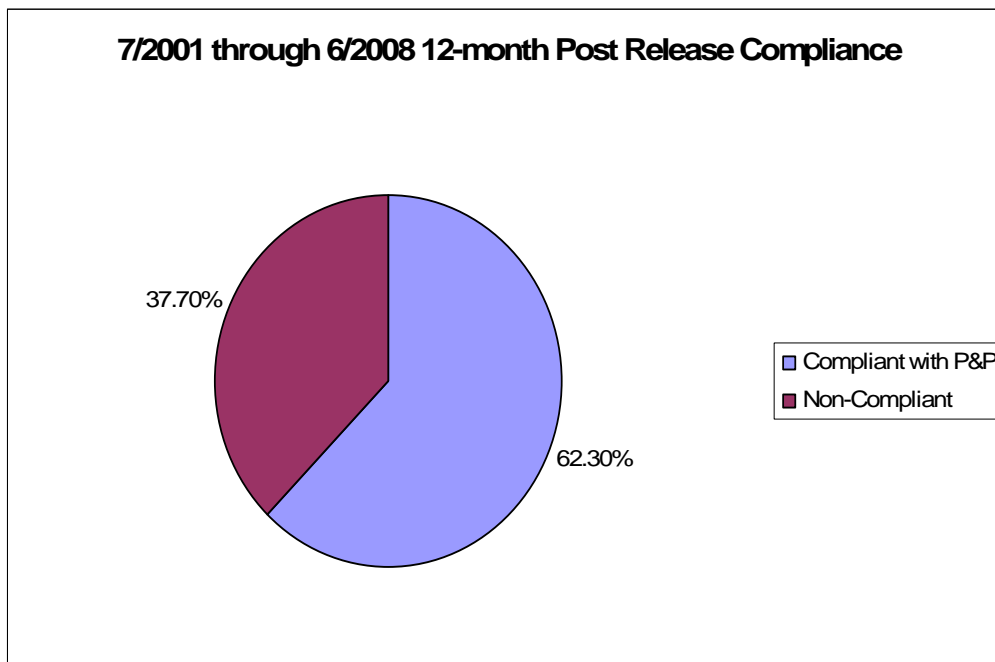
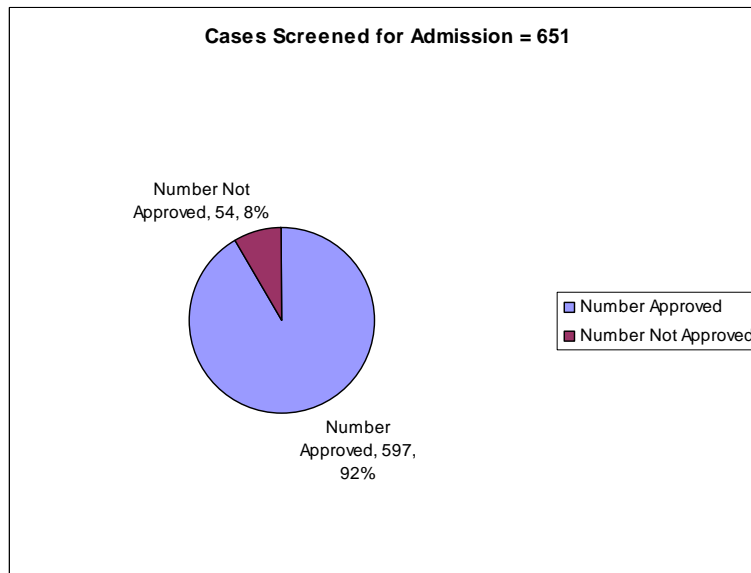
CCP Butte
Location of Release 07-08

Butte Pre-release	59
Billings Pre-release	35
Great Falls Pre-release	30
Missoula Pre-release	30
Helena Pre-release	27
Gallatin Re-entry	18
Billings ISP	4
Kalispell Conditional	4
Missoula ISP	3

CCP West
Location of Release 07-08

Billings Pre-release	59
Butte Pre-release	56
Missoula Pre-release	31
Great Falls Pre-release	27
Helena Pre-release	19
Gallatin Re-entry	17
Billings ISP	10
Kalispell Conditional	8
Missoula ISP	6

Billings Conditional	2	Billings Conditional	3
Butte Conditional	2	Helena Conditional	2
Missoula Conditional	2	Helena Parole	2
Billings Discharge	1	Missoula Conditional	2
Butte ISP	1	Polson Parole	2
Charlo Conditional	1	Billings Parole	1
Great Falls Conditional	1	Bozeman ISP	1
Great Falls ISP	1	Polson Conditional	1
Hardin Conditional	1	Havre Conditional	1
Helena Conditional	1	Boyd Andrew House	1
Oregon Interstate	1	Kalispell Parole	1
Plains Conditional	1	Lewistown Parole	1
		Pryor Conditional	1



NEXUS CORRECTIONAL TREATMENT FACILITY



Barb Kersten
Program Administrator
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PROGRAM HISTORY

The NEXUS program is a partnership between Community, Counseling, and Correctional Services Inc. (CCCS) and the Montana DOC. The program represents the culmination of efforts to provide an alternative, proactive response to traditional sentencing of adults who are addicted to methamphetamines and other chemicals or substances of dependence.

The increasing problems of illegal drug use and addiction, coupled with the lack of in-patient treatment facilities prompted creation of NEXUS. The 2005 Legislature, in response to the rising social and economic costs related to methamphetamine use, authorized the DOC to create a meth treatment program. The result was a program that gives addicted offenders the opportunity to complete residential treatment and aftercare in a community-based prerelease center as a means of shortening their sentences.

GOALS, MISSION, AND PURPOSE

NEXUS, which opened June 1, 2007 in Lewistown, is an intensive, cognitive/behavioral-based addictions treatment community assisting “family members” (offenders) to develop the skills necessary to create pro-social change, reduce anti-social thinking, interrupt criminal behavior patterns and address the negative effects of chemical addictions while integrating more fully into society. Goals of the program include:

- Increasing the level of knowledge of chemical dependency and the consequences of methamphetamine use
- Promoting responsibility and accountability
- Decreasing the number and frequency of positive alcohol/drug tests while under probation supervision after graduation from the program
- Reducing the proportion of offenders who violate probation as demonstrated by a lower number of intermediate sanction and revocations
- Decreasing future methamphetamine-related convictions

ELIGIBILITY REQUIREMENTS

Referrals to the program are accepted from every aspect of the Montana criminal justice system, including DOC, prosecutors, public defenders and judges. Offenders eligible for placement at NEXUS include offenders convicted of a second or subsequent offense of criminal possession of meth, DOC commits, MSP commits with BOPP approval, and others with a history of using methamphetamine or other stimulant or co-occurring disorders as determined by a licensed counselor or other addictions specialist. Applicants must be ready to change, accept straight-forward accountability and be open to participate in a therapeutic community. Additionally, prospective offenders should have a record of two or more methamphetamine offenses.

Once a referral is received, a local screening committee determines whether to accept the offender. The committee consists of the NEXUS administrator, a P&P representative, local sheriff, city manager, and a representative of the community. The screening process is the only means of admission.

COST OF SUPERVISION

The daily cost for NEXUS is \$117.87 per offender. The DOC projects savings of \$55,344.80 for each offender that completes residential treatment and is returned to the community, as opposed to one who continues in corrections for the duration of a sentence without residential treatment.

CAPACITY

NEXUS has 80 beds.

FUNCTIONS OF THE PROGRAM

NEXUS is based on a modified therapeutic community model, an intensive, long-term residential treatment program which has been modified to meet the special needs and issues of a correctional population. According to the National Institute on Drug Abuse, this model has been found to be very effective in reducing drug use and criminal recidivism.

The concept behind a therapeutic community (TC) is to teach offenders how to live and function within the larger society and within their own families in a sober, pro-social manner. Each offender entering the program is assigned to one of four units, or "families" and "communities." These terms help reinforce the idea that everyone belongs to a family of sorts, from our family of origin, to our extended family, to the "family" of the human race. It is members of a family/community working together toward their common recovery that achieves positive change in individuals.

Within this framework, the actions of one person take on a new perspective as the treatment program stresses how a person's behavior has a ripple effect on others and everyone will experience the consequences – both positive and negative. Offenders are reminded that they are the ones who committed the crime, but others also are suffering consequences for those actions – families living without a father, son, mother or daughter; an employer having to fill a position; and taxpayers paying for the treatment.

SERVICES

All offenders are assessed upon intake using a variety of diagnostic tools. Offenders develop an individualized treatment plan in each of three phases of the program. All offenders participate in an individual counseling session upon admission and when advancing to each phase.

All offenders meet with an aftercare coordinator at least 60 days before program completion. Ninety-eight percent develop a community-based aftercare placement by the end of the program. Offenders participate in a discharge conference with the treatment and aftercare staff prior to discharge.

COGNITIVE PRINCIPLES AND RESTRUCTURING

Offenders receive help understanding their thought processes, associated feelings, and intervention tools to use in avoiding risks. Criminal cycles, victim lists and thinking error reports are among some of the mechanisms learned and used.

CHEMICAL DEPENDENCY (CD) PROGRAM

The core of the CD program is a curriculum that focuses on the ability of offenders to change. The program is designed for offenders to develop strategies for self improvement and change. Offenders participate in 22 sessions throughout their stay at NEXUS.

RESENTMENT, RATIONALIZATION, REACTION, RESISTANCE AND PERSEVERANCE (RRRR&P), ANGER MANAGEMENT

All offenders are screened for participation in a cognitive/behavioral-based anger management program that consists of group work, reading assignments, personal reflection, and written work. RRRR&P is a series of in-depth groups, lasting one to two hours per meeting, where offenders focus on anger management. They work on the emotions of anger and errors in expressing

anger. Class work consists of studying the causes of anger, the mechanisms of emotional response and what good can be achieved with anger.

BEGINNINGS

Offenders explore their beginnings (an extension of family values and parenting). The curriculum is used as a tool to look at the foundations of their life. Through the use of visual aids, group participation, tasks and activities, offenders review their pasts and the roles they had in their homes. The program explores such issues as childhood, family dynamics, children's stories, the home, the mother's heart, and the good and bad influences on their lives. Subjects include family mythology, family trees, roles people play, and childhood messages that motivate behavior. The Beginnings group is held five days a week and lasts nine months.

COGNITIVE BEHAVIORAL THERAPY GROUP (CBT)

The CBT group is an 18-week open group designed to assist offenders in developing an awareness of the clinical definition of depression and an understanding of other mental health issues that may be affecting their ability to fully participate in the program. CBT group addresses how an offender's thoughts affect his behavior. Group offenders are screened by a mental health professional. The group meets weekly and is facilitated by the mental health professional.

ALCOHOLICS ANONYMOUS/NARCOTICS ANONYMOUS/RECOVERY ANONYMOUS

Alcoholics Anonymous/Narcotics Anonymous meetings are conducted in the treatment units three times a week and are facilitated by offenders. One day a week, a group from outside the program that is involved in a local AA chapter is invited to participate. Upon entering Phase III of the program, offenders are allowed to attend community AA meetings under staff supervision. These must be non-smoking meetings, and each offender must attend at least one meeting within the community to complete Phase III.

DIALECTICAL BEHAVIORAL THERAPY (DBT) MENTAL HEALTH GROUP

The DBT group is an 18-week open group designed to teach skills to deal with interpersonal problems, emotions and moods, impulsiveness and intolerance. Group offenders are screened by the mental health professional. The DBT group meets weekly and is facilitated by the mental health professional.

DISCIPLINARY WRITE UPS, CONTRACTS AND TREATMENT INTERVENTIONS

The program encourages offenders to realize that they must be accountable for their actions as necessary for pro-social change in their lives. NEXUS also uses innovative therapeutic tasks to help offenders progress. Offenders share their thoughts and feelings about conflict with a staff member or other person.

LIFE SKILLS DEVELOPMENT

All offenders participate in life skills development classes. These classes cover the following topics:

- Interpersonal skills
- Financial management
- Food management
- Personal appearance
- Health
- Employment seeking
- Employment Maintenance
- Legal skills
- Emergency and safety skills
- Community resources
- Housekeeping
- GED preparation

THRESHOLDS

Thresholds Group deals with passing through the thresholds of change in the therapeutic community. Mediation and spiritual growth are part of the curriculum and allow offenders to choose solutions that are healthy for the soul and conducive to life-long learning. The group meets weekly for 90 minutes.

GRIEF AND LOSS

Offenders identified by their primary treatment team as needing to address a past or current loss/grief issue are referred to this group. The group is facilitated by a member of the treatment team and will generally last eight weeks.

MEDICINE WHEEL

The Medicine Wheel is a group that approaches the 12-steps of recovery from a Native American perspective. This group is open to all offenders and is facilitated by a staff member trained in the Medicine Wheel curriculum.

RECIDIVISM

NEXUS is continually evaluated with a focus on the structure and process of the program itself. In addition, each offender anonymously evaluates his treatment experience before leaving the program. Following discharge, outcome measures are tracked using:

- Arrest data
- Technical violations
- Convictions
- Revocations
- Compliance with aftercare/treatment plans and probation
- Continuity of care
- Sobriety/relapse statistics
- Offender utilization of community support, AA attendance, practice of 12-step program and religious participation.

Offenders who have completed NEXUS will be tracked for five years. Methods of tracking include:

- Use of OMIS for convictions and technical violations.
- Collection of information from P&P officers on a biannual basis.

STATISTICS

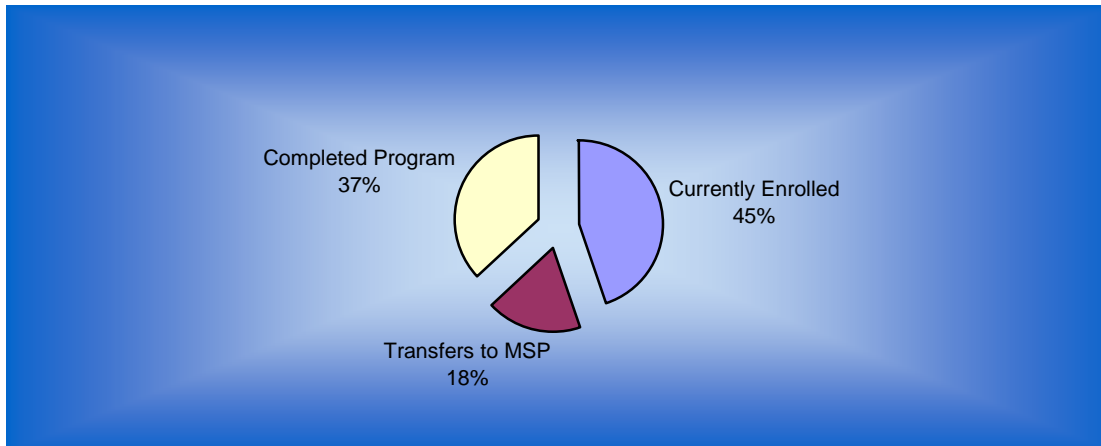
ADMISSION AND DISCHARGE HISTORY

Total admissions June 1, 2007-June 30, 2008: **190**

NEXUS enrollment on June 30, 2008: **85**

Treatment not complete, transferred to other facilities: **35**

Completed treatment: **70**



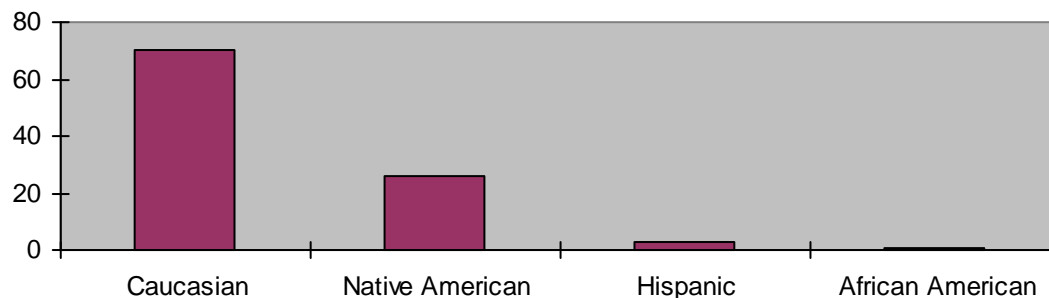
ETHNICITY OF PROGRAM PARTICIPANTS

70% Caucasian

26% Native American

3% Hispanic

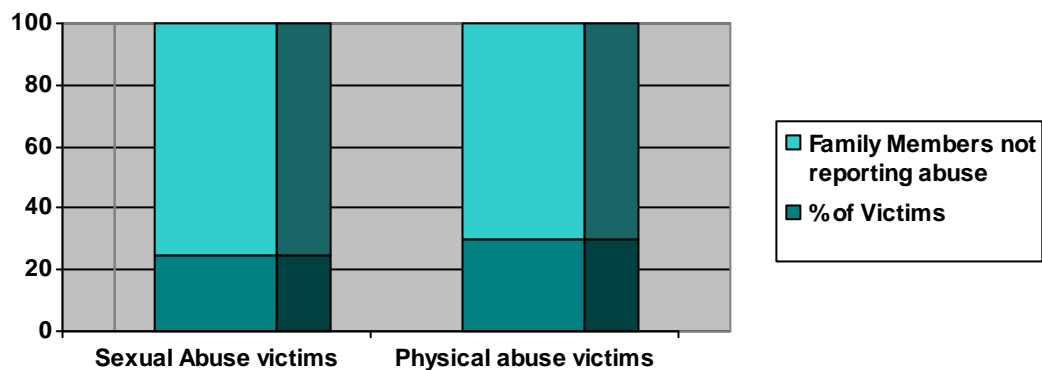
1% African-American



PERCENT WHO WERE VICTIMS OF ABUSE BEFORE ENTERING NEXUS

Based on intake screening/emergent disclosures of sexual abuse: **25-30%**

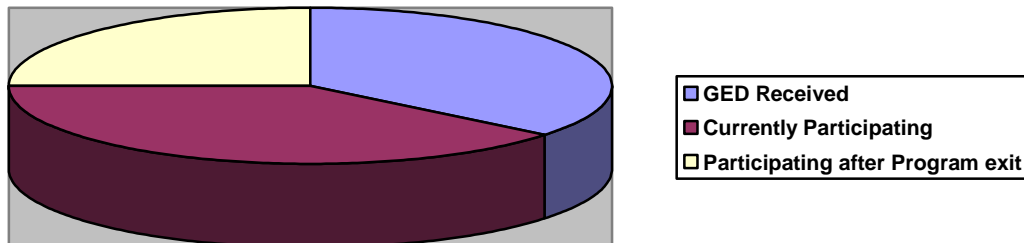
Based on intake screening/emergent disclosures of physical abuse: **30 %**



GED PROGRAM PARTICIPATION

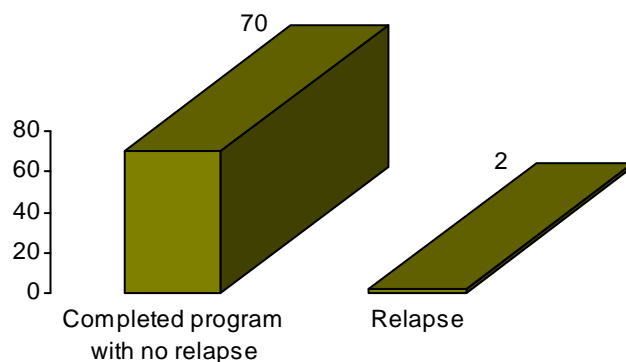
Total offenders participating in the GED program **28**
 Currently participating
 Received GED while at NEXUS
 Continuing to work on GED after exiting the program

11
10
7



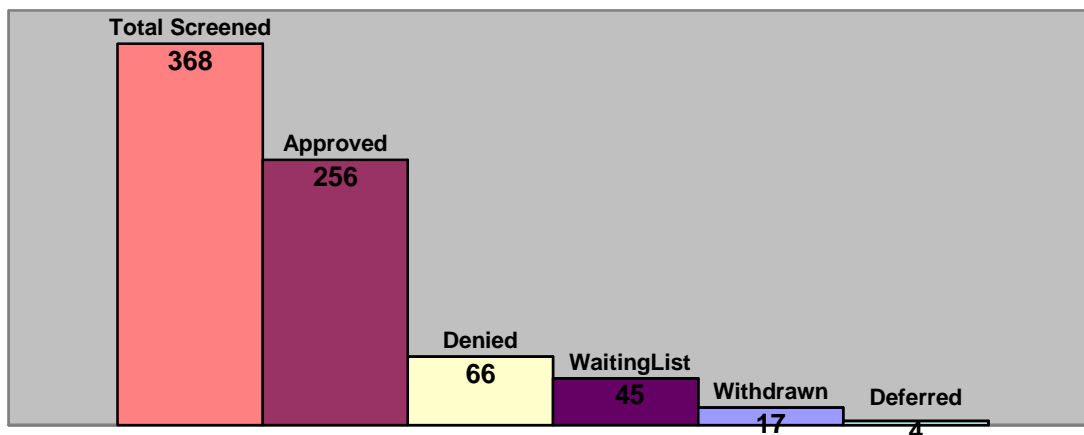
SUBSTANCE ABUSE RECIDIVISM

Program completions as of June 30th, 2008: **70**
 Relapse based on reports from Aftercare facility
 and/or P&P Officers as of June 30th, 2008: **2**



SCREENING AND WAITING LIST FOR NEXUS PROGRAM ADMISSION

Total number screened	368	Waiting list	45
Total approved	256	Withdrawn	17
Denied	66	Deferred	4



ELKHORN TREATMENT CENTER



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PROGRAM HISTORY

Elkhorn Treatment Center is a female residential methamphetamine treatment program authorized by the 2005 Legislature, which passed a bill creating a sentencing option for those convicted of a second or subsequent meth possession.

Elkhorn admitted its first offender on April 10, 2007.

Boyd Andrew Community Services, a private non-profit corporation in Helena, was awarded the contract for a treatment program serving adult female offenders. Boyd Andrew, which also operates the Helena Prerelease Center, has been providing outpatient and residential chemical dependency services for Montana citizens since 1973.

Elkhorn was designed and constructed to specifically meet the treatment and security needs of female felons under custody of the DOC. This program offers a unique opportunity to bridge the treatment gap between the Department of Public Health and Human Services and DOC. The facility is located in Boulder.

GOALS, MISSION, PURPOSE

Elkhorn is both a correctional facility and a treatment facility for methamphetamine addiction and other chemical dependencies. Elkhorn utilizes a therapeutic community model that combines residential treatment for chemical dependency with minimum-security detention. The program's main goal is to promote public safety by reducing methamphetamine use.

ELIGIBILITY REQUIREMENTS

Elkhorn is available to Montana female offenders who a) have been convicted of a second offense of criminal possession of dangerous drugs, and/or b) have an addiction to other amphetamines, such as cocaine, and are in need of residential treatment, and/or c) have been diagnosed chemically dependent and are in need of structured long-term residential treatment, and/or d) have co-occurring disorders, such as depression, post traumatic stress disorder, etc.

COST OF SUPERVISION

The daily cost of treatment at Elkhorn is \$125 per offender.

CAPACITY

Elkhorn has a total capacity of 48 women, but contracts with the DOC for 40 beds.

FUNCTIONS OF PROGRAM

The program is based on a cognitive restructuring model. Because offenders may experience a wide range of mental disorders in conjunction with chemical dependency, the program attempts to address these issues as well. Each offender's therapeutic needs are addressed in a safe and supportive environment. The objective is to promote pro-social changes in lifestyle, identity and behavior.

SERVICES

The program lasts nine months and offers individual and group treatment utilizing the therapeutic community model. Components include chemical dependency counseling, co-occurring programming such as individual and group mental health counseling; mental health assessments; anger/stress management; cognitive/behavioral therapy; parenting; life-skills programming; educational programming that includes computer classes, literacy and GED preparation; and medical and dental services, all on site.

RECIDIVISM

The program has not been active long enough to develop recidivism statistics. The DOC has partnered with individuals within the University of Montana's School of Social Work for follow-up and outcome measures.

STATISTICS

From April 10, 2007 to June 30, 2008, Elkhorn admitted 89 offenders. Of those, 35 completed the program and 12 were discharged before completion due mostly to conduct issues. One offender quit the program and another received an administrative transfer. The remaining 40 offenders were still in the program. The program has had no escapes.

Thirty-four of the 35 offenders who completed the program were discharged to PRCs in Montana; one completed her sentence while at Elkhorn. All 35 offenders who completed the program either remain active in, or have successfully completed, their PRC program and are on supervision in the community. Elkhorn operates at capacity and maintains a waiting list for admission.

It is important to note that this past year was a start-up year, and the facility was not at capacity until approximately August 2007.



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PROGRAM HISTORY

Passages is a 155-bed, community-based correctional facility for women offenders. It is believed to be the only facility of its kind in the nation that provides this array of services in a single location. Women offenders may participate in a 60-day inpatient alcohol and drug treatment program, an assessment and sanction center, or a traditional PRC. Passages is operated by the Billings based non-profit corporation, Alternatives, Inc., which has provided PRC services to male offenders at its Alpha House in Billings since June 1980. Passages is located in a modern 72,000 square-foot facility in Billings that once was used as a hotel.

The Passages program opened on Jan. 15, 2007 and offers three services for women offenders: a 65-bed PRC, a 40-bed chemical dependency treatment program, and a 50-bed assessment, sanction and revocation program.

GOAL, MISSION, PURPOSE

The purpose of Passages is to provide cost-effective, short-duration services capable of diverting female offenders from jail and prison. The inpatient program (Passages ADT) and assessment and sanction programs (Passages ASRC) serve the entire state of Montana, while the PRC focuses on those offenders returning to Yellowstone County upon release.

ELIGIBILITY REQUIREMENTS

The program serves female offenders sentenced to the DOC and eligible for placement in ACCD facilities or programs.

Revocation Placement: A revocation referral includes offenders whose community placement has been revoked.

Sanction Placement: A sanction referral includes offenders whose community placement has not been revoked, but have received a sanction to Passages for a pre-determined period as a result of a formal disciplinary hearing.

COST OF SUPERVISION

The average daily cost for Passages ADT and Passages ASRC is \$87.28. The daily cost of Passages PRC is \$67.50.

SERVICES

PASSAGES ASRC: WOMEN'S ASSESSMENT, SANCTION, REVOCATION CENTER

Passages ASRC is designed to reduce the number of offenders in county jails and MWP and is the first stop for DOC-committed offenders who require assessment in order to determine the appropriate level of care and custody. Eighty-seven percent of these offenders will be placed in community-based treatment programs, PRCs or on probation supervision. During their stay at Passages, offenders receive chemical dependency assessments, mental health services, and medical care. They also participate in counseling programs to aid preparation for community placement.

This program also provides services to DOC-committed offenders violating the conditions of community placement, similar to the men's START program. When a female offender is revoked from a community placement such as PRC, ISP or a treatment program by a hearings officer, she may be sent to ASRC under a revocation status. The ASRC team works with offenders to address conditions that lead to revocation and to locate a community placement

upon release. If such a placement cannot be found within 120 days, the resident is transferred to MWP.

Offenders who commit technical violations while on probation or fail to comply with conditions of probation or parole or PRC placement may be transferred to Passages ASRC for a sanction placement of 30-120 days, depending on their status. The purpose is to provide offenders with a reality check by alerting them they may be headed to prison if they continue their poor performance. The hope is that this “last warning” will encourage offenders to correct their behavior and avoid a lengthy prison stay.

Offenders placed in the sanction/revocation unit participate in daily programming, including assessment, treatment and groups. If an offender is placed as a sanction, she will return to her original placement upon completion. If she is placed in the revocation portion of the program, she will be assessed for other community-based options if appropriate.

The ASRC unit has the services of a registered nurse, licensed addictions counselor, two licensed clinical professional counselors, and two full-time case managers, in addition to security personnel and psychiatric services provided by a contract physician. Programming includes chemical dependency treatment; cognitive principles and restructuring, behavioral therapy, victimology and anger management groups; Alcoholics Anonymous and Narcotics Anonymous; and individual mental health counseling as needed.

PASSAGES ADT: WOMEN’S ALCOHOL AND DRUG TREATMENT CENTER

Passages ADT is staffed by four licensed addictions counselors, two case managers and an intake/assessment worker, in addition to security personnel and a registered nurse. A licensed clinical professional counselor is also available to address mental health needs and a physician provides psychiatric services. Passages ADT provides a structured therapeutic community model of “right living” from 6 a.m. to 10 p.m. every day. Women attend daily lectures that educate them about various subjects concerning addiction and issues that affect women. Women also attend study groups to expand their understanding of the therapeutic community model and 12-step self-help groups.

After a woman completes her stay at Passages ADT, she may move to PRC, ISP, ASRC, probation, conditional release or MWP, or be discharged.

A minimum of four beds are reserved in the ADT program for offenders whose P&P officers require them to complete inpatient alcohol and drug treatment as a result of a probation violation.

PASSAGES THERAPEUTIC COMMUNITY (TC)

Both Passages ASRC and ADT programs are highly structured therapeutic communities, identical to what is used by MWP. The PRC program will adopt this model in the near future. The concept of TC has been utilized in treating chemical dependency for approximately 40 years. Over time, this concept has been adopted by correctional systems in order to provide a “chain of communication” among inmates that helps to reinforce a drug-free lifestyle, along with acceptance of personal and community responsibilities. Those in a TC program hold positions that are similar to those expected in the work world. Each offender is assigned to a crew, such as environment, expeditor, business, education, motivation and orientation. While on a crew, the individual learns how to interact effectively with peers, builds self-respect and self-esteem, and completes necessary tasks within the community. Each crew is assigned a lead that is selected by a staff interview process. This hierarchical system ensures the community runs smoothly and helps to reinforce the concepts that exist in the real world of society and family. The programs are designed to instill the concept of “right living,” which is achieved by changing unhealthy behaviors and thoughts to healthy ones. These programs strive to maintain a right living environment through safety and security while encouraging the individual to participate in

activities that will challenge old beliefs that have led to involvement with the legal system. By agreeing to participate in the Passages ASRC and ADT programs, an offender agrees to participate in assessments, treatment programming and case management within the TC model.

PASSAGES PRERELEASE CENTER

Upon arrival at Passages PRC, offenders are assessed and assigned to appropriate programs and services to manage and correct social, psychological, substance abuse, anger control and educational deficiencies. The offender is given responsibility for her own behavior and success. Progress is monitored closely and strict accountability is the rule. The staff includes five case managers, a job development manager, a licensed addictions counselor, a licensed clinical professional counselor and registered nurse. Psychiatric services are also offered in the PRC program.

Community involvement with self-help, religious activities, and other support groups is encouraged.

PASSAGES GROUPS

Passages strives to offer the latest in gender-specific treatment and programming. Some of the groups offered to offenders include the following:

Victimology is a group offered on the ASRC unit for the sanctioned offenders and in a longer, more intense version on the ADT unit. Offenders learn about the detailed effects of their crimes and identify consequences of their behaviors and how it has affected their victims.

Planned Parenthood provides an eight-week comprehensive sexual health education curriculum addressing such topics as anatomy and physiology of the reproductive system, contraception, decision-making and refusal skills, sexuality through life, cost of parenting, unhealthy relationships and unequal power in relationships, sexual harassment and rape prevention. This curriculum is offered in all three Passages programs.

Public Health Nurses from Riverstone Health provide confidential counseling and testing for HIV and hepatitis C as well as immunizations for hepatitis A and B. Educational offerings facilitating information and access to the Montana Breast and Cervical Health Program are provided on-site quarterly. These programs are offered in the ASRC and ADT programs. PRC residents are encouraged to utilize these same resources in the community.

Life Skills is offered in the PRC to all new residents during their first week. The group covers topics such as money management, sexual harassment, review of the resident handbook, hazardous materials, hygiene and self-care, bike safety, recreation, suicide prevention, computer basics, medical issues, employment and personal success stories, blood-borne pathogens, and a visit from the local Yellowstone Aids Project.

Responsible Living is offered to all residents in ASRC and covers ten weeks of life skill topics pertinent to female offenders. Topics include body language; assertive attitude; budgeting needs versus wants; saving money; career planning, exploration and preparation; applying yourself to the future; mapping one's life path to lead to a balanced and fulfilled life; writing a resume and cover letter; job interview skills; and basic business law.

Dialectic Behavioral Therapy (DBT) is offered to offenders in all three Passages programs. DBT is used in treatment and correctional facilities to teach emotion regulation skills, interpersonal relationship skills, mindfulness skills, and distress tolerance skills.

Cognitive Principles & Restructuring (CP&R) is a three-phase program used to encourage offenders to examine criminal thinking and behavior patterns, be accountable for those

patterns, and begin to think and act more responsibly. The program increases an offender's understanding of who they victimized and exactly how the victims were affected. Offenders complete assignments out of each phase book and present them in front of a group of other offenders who give them constructive feedback. Passages offers CP&R group weekly in all three programs, and certificates of completion are given to ADT PRC residents.

Matrix is a cognitive/behavioral therapy proven to be effective in treating chemical dependency, including methamphetamine addiction. The Matrix Institute has developed a handbook for Native Americans in addition to the regular curriculum.

Nutrition Education is provided by a federal grant from Expanded Food and Nutrition Education Program (EFNEP). The goal is to help limited-resource families with children plan for their daily food needs and prepare nutritious low-cost meals. Education includes skills for cooking, nutrition education, economic independence and a plan for good health. This valuable program is offered in the ADT unit.

Problem Gambling is offered on the ADT and PRC units and is provided with a facilitator through the Montana Council on Problem Gambling. The group helps individuals understand that gambling is an addiction and to learn the skills to stop and abstain from gambling.

Untangling Relationships helps the women in the ADT unit understand codependency and other issues with relationships. Group offenders explore many areas of codependency such as unhealthy patterns of behaviors that develop because of a relationship. The issues of losing oneself to please another and how to define oneself in a relationship are covered in this group. Relationship problems are a major area of concern when helping women to become self-reliant and stay in recovery.

Developing a Plan for Healing is used through all groups to work towards addressing the trauma women offenders have endured. The ADT curriculum helps uncover past traumas and learn what is involved for healing from incidents. Dealing with trauma is an important step in treating chemical addictions and preventing abuse.

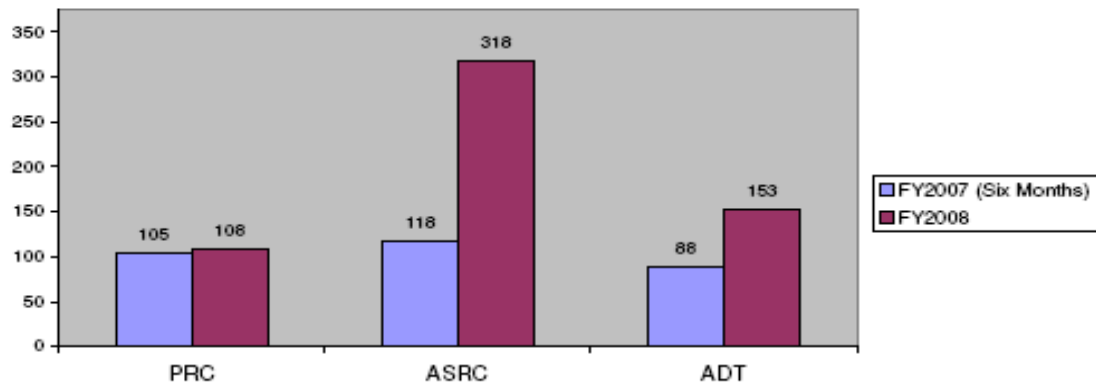
Medicine Wheel is a Native American curriculum for recovery from chemical dependency. Currently, Medicine Wheel self-help groups are offered in the ASRC and PRC units.

Nurturing Parenting is primarily a philosophy that emphasizes the importance of raising children in a warm, trusting and empathic household. Nurturing Parenting programs are evidenced-based programs that have proven effectiveness in treating and preventing the recurrence of child abuse and neglect. This class is offered to the PRC unit.

Domestic Violence Education is a six-week class conducted by the YWCA at PRC. They cover topics such as the cycle of domestic violence, the continuum of abuse, healthy relationships, safety planning, and more. The program is intended to help offenders become familiar with resources in the community.

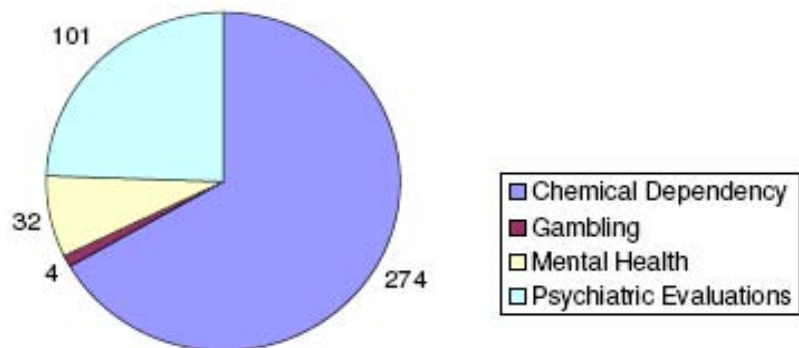
STATISTICS

Passages Admissions
Pre-release, Assessment Sanction Revocation Center, &
Alcohol & Drug Treatment



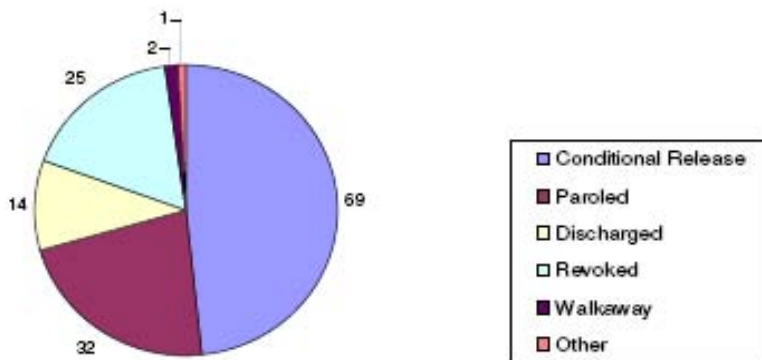
Passages opened in January of 2007, operating for six (6) months in FY2007 and twelve (12) months in 2008. In the initial 18 months, 890 women offenders were admitted to the Passages Program or approximately 50 per month. During this time period, the population at the Montana Women's Prison declined from nearly 300 women to its' design capacity of 194.

Passages Evaluations



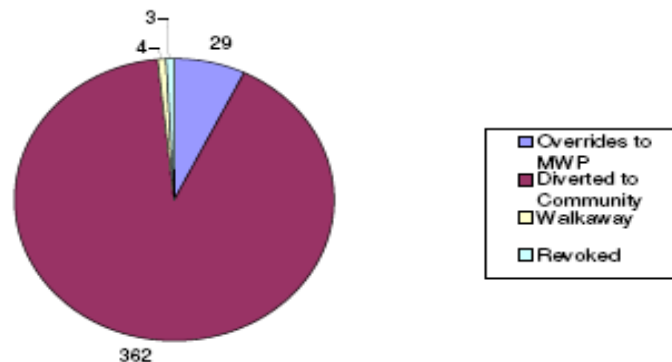
During the first eighteen (18) months of Passages' operations, 411 formal assessments were completed by licensed personnel at Passages. Assessments are a key part in determining the treatment needs of the offender as well as the appropriate placement from a public safety standpoint.

Pre-release Terminations



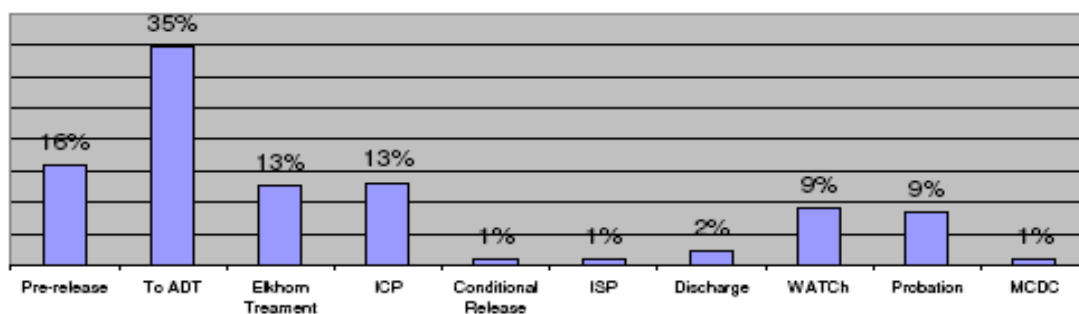
More than 81% of the women entering pre-release placement successfully completed the program. They earned \$799,145 in FY2008 and saved 20% of their earnings in preparation for release. Those failing to complete the program due to incidents of drug and/or alcohol use were often referred to substance abuse treatment either within the Passages ADT program or other placements such as the Elkhorn Treatment Center.

Assessment Sanction and Revocation Center (ASRC) Termination Status



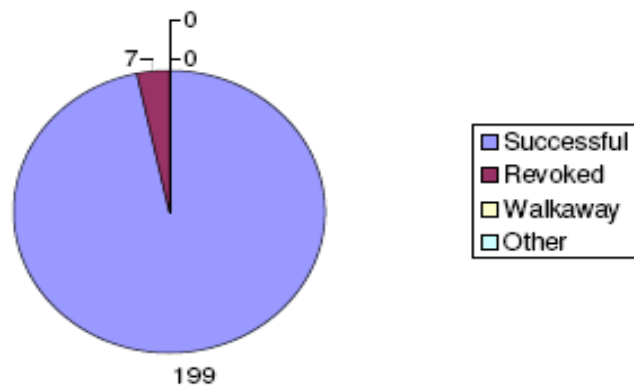
From January 2007 to June 2008 more than 90% of offenders received in the Assessment Sanction and Revocation Center were diverted from the Montana Women's Prison. A portion of the overrides, women placed in the Montana Women's Prison, were in need of medical care only available at MWP.

Assessment Sanction and Revocation Center (ASRC) Transfer Locations



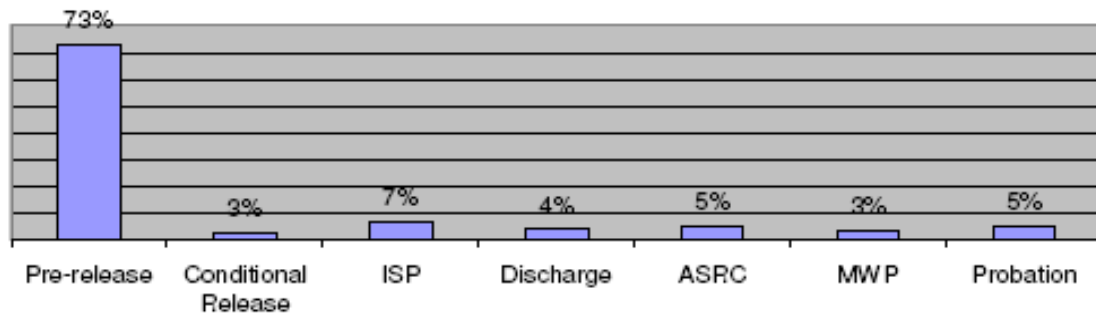
Women offenders diverted from prison were distributed across community programs in all parts of the state with the majority going to pre-release and treatment programs.

Alcohol & Drug Treatment (ADT) Termination Status



In 18 months of operations through June of 2008, 199 women offenders successfully completed the 60-90 day inpatient alcohol and drug treatment program; a 97% graduation rate. There were no walkaways during this period.

Alcohol & Drug Treatment (ADT) Transfer Location Upon Completion



As with the ASRC program, the majority of ADT graduates were placed in pre-release centers upon release.

MISSOULA ASSESSMENT AND SANCTION CENTER (MASC)



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PROGRAM HISTORY

The Missoula Assessment & Sanction Center (MASC) is a 144-bed correctional assessment facility for adult male offenders operating within the Missoula County Detention Facility (MCDF). MASC began operation in February 2003 to assist the DOC in effectively placing DOC-committed offenders in ACCD facilities or programs at a lower cost, while providing them with treatment opportunities which will make them more acceptable to ACCD programs. The facility functions as a unit of the ACCD of the DOC.

MASC has four full-time state employees, three contracted personnel and two MCDF employees dedicated to MASC. MCDF also provides detention officers to operate the MASC unit, using three officers per shift with back-up from other MCDF units if needed.

GOALS, MISSION, PURPOSE

The mission of MASC is to provide alternatives to prison for DOC commitments without compromising the safety of Montana communities, to assess offenders' needs, and to facilitate placements and program referrals which may enhance offenders' success in the community.

ELIGIBILITY REQUIREMENTS

Offenders housed at MASC are either committed to the DOC by a judge or placed at the center by a P&P hearings officer. Due to the short length of stay and eligibility constrictions, only a select number of offenders are chosen for programming. Offenders must be approved by the MASC screening committee as those who have a better chance of placement if programming is available prior to their leaving MASC.

COST OF SUPERVISION

MASC aims to place as many offenders as possible in lower-cost community programs in lieu of long-term, secure-care facilities. MASC's cost per day is \$74.32 per offender.

FUNCTIONS OF PROGRAM

The program provides for assessment, treatment and accountability of offenders and ensures that offenders committed to DOC are appropriately placed in either an ACCD program or a secure-care correctional facility. MASC has four months to assess and place the individual offender. If placement is not possible within that time, the offender is considered for transfer to MSP. When MASC was established, a 50 percent diversion rate was acceptable – one offender to the community and one to prison. But MASC has surpassed that goal by diverting 77 percent of offenders to community programs.

TREATMENT PROGRAMMING

Programs offered at MASC are short-term and concise because programming needs to be completed within six weeks. While in programming, the offender is assessed by counselors to determine progress and proper placement. Not all offenders are offered programming while at MASC.

SERVICES

MASC has three segments, two of which work in conjunction with each other while the third operates independently.

HOLDING UNIT

This is designed for offenders who have been pre-screened and accepted into an ACCD program such as Connection Corrections, WATCH, PRC, conditional release, TSCTC, NEXUS or ISP, and are waiting to be placed in the respective program.

ASSESSMENT UNIT

This is comprised of evaluation (testing), assessment and treatment programming in chemical dependency, mental health, sex offender treatment, and pre-TSCTC group. Programming consists of individual and/or group counseling. Offenders in this unit may have been screened by an ACCD program, but for various reasons were not acceptable for placement at the time of screening. Others may not have been screened, but if MASC's screening committee has determined that an offender is prepared for community placement, it will submit an application on behalf of the offender. All applications submitted by MASC are on compact discs and include all necessary screening and file material.

Offenders are evaluated by the MASC screening committee and directed to appropriate programming. The offender's time at MASC may be extended while he receives programming necessary for compatible community placement. During this time, they will attend counseling sessions, classes and short-term programming. If an offender is found in need of additional treatment/programming, a referral will be made prior to transfer to the community.

Offenders in holding or assessment are capable of being moved from one status to the other depending on their assessments and behavior while at MASC and/or their community placement status. An offender who is found not suitable for community placement will be transferred to MSP as soon as possible.

SANCTION UNIT

This unit operates independently from the other two. It allows P&P hearings officers to place an offender in the unit for up to four weeks to serve a sanction in lieu of sending the offender to prison or a higher-cost facility for violations of community placement rules. In the case of probation violators, an offender may only be placed for a term of 30 days from the date of the hearing and/or placement in confinement. Offenders on sanction status have restricted contact with the DOC offenders in the unit. At present, MASC only accepts sanctions from Regions I and V, as the other regions send sanctioned offenders to START.

Programs offered are:

- | | | |
|--------------------------|---|-------------------------------|
| Chemical dependency | - | group and individual sessions |
| Mental health | - | individual sessions |
| Sexual offender, phase I | - | individual & group sessions |
| CP&R | - | group sessions |
| Pre-TSCTC | - | group sessions |

STATISTICS

Offenders processed through MASC since December 2003:	3,741
Offenders placed in ACCD programs:	2,703
Offenders placed at MSP:	822
Approved overrides to MSP:	113
Disapproved overrides to MSP:	27
Offenders placed on conditional release:	8
Offenders placed at PRC:	793
Offender placed at CCP (prior to PRC, offender going to CCP must have a community placement after completion of CCP, MASC attains that placement):	691
Offenders placed at TSCTC:	610
Offenders placed on ISP:	47
Offenders placed at WATCH:	375
Other placements (federal/court/county detention/releases, CCA's dorm):	138
Current population at MASC (as of 08/19/08, changes daily):	129
DOC in county hold (waiting to get into MASC) (as of 08/19/08, changes weekly):	29
Total number of sanctions at MASC (as of 8-19-08):	302
Average length of stay:	76 days
Sanctions length of stay:	29 days
On average, 15-25 offenders are processed in and out of MASC per week.	

Sanction Treatment Assessment Revocation & Transition



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PROGRAM HISTORY

The Sanction Treatment Assessment Revocation & Transition (START) facility is located on the campus of the Montana State Hospital in Warm Springs. The START facility was formerly the Butte Silver Bow Jail, and prior to that it was used by MSP as an overflow unit.

The original START facility was identified as a potential site to handle 80 offenders. With minor renovations, the facility was opened in December 2005 to address the DOC's concerns regarding lack of bed space.

GOAL, MISSION, PURPOSE

The START program is a highly structured, intensive treatment modality designed to encourage cognitive and behavioral change. The goal is to provide a safe environment in which offenders can begin to experience positive change, a never-ending process that will be utilized throughout their life.

The original goal of the program was to reduce admissions to the MSP by 50 percent. Additionally, it was determined that an emphasis should be placed on offenders participating in community programs and/or under community supervision when they committed technical violations warranting secure placement. A service delivery program incorporating a comprehensive array of assessment tools and intensive treatment models was implemented in an effort to return all technical violators back into their original community status, thereby eliminating costly, lengthy prison stays.

Statistics below, from July 2006 through June 2008, demonstrate START's efficacy in far exceeding 50 percent goal by diverting 91 percent of offenders into a community placement.

ELIGIBILITY REQUIREMENTS

Revocation Placement: Revocation referral includes offenders whose community placement has been revoked.

Sanction Placement: A Sanction referral includes offenders whose community placement has not been revoked, but they have received a sanction to the START facility for a pre-determined period of time as a result of a formal type of disciplinary hearing.

COST OF SUPERVISION

The START program daily rate is \$79.80 per offender.

12 Month Cost Analysis – Revocations	
Average Stay (days)	48.7
Cost Per Offender	\$3,886
Total Cost Per 678 revocations based on average length of stay	\$ 2,634,884

CAPACITY

The facility opened as an 80-bed assessment, treatment, revocation and sanction center for adult male offenders who violate the terms of their community placements. Due to an increased demand for diversion placement beds, the capacity was increased to 88 beds in July 2007. Offenders assigned to the facility are designated as either a revocation or a sanction placement. The facility has 16 beds for sanction placements.

The average daily population from July 2006 through June 2008 was 82.

FUNCTIONS OF PROGRAM

Community, Counseling and Correctional Services Inc. (CCCS), in partnership with the DOC, identified a concern over overcrowding in prisons and jails. Exacerbating the over-taxed system and limited bed space was the desire to avoid transferring Montana inmates out of state. The DOC began exploring cost-effective, in-state placements.

In addition to the immediate cost savings, additional benefits are generated by requiring these offenders to secure gainful employment, pay family support, and be self-sustaining once they re-enter the community, generating tremendous additional savings.

SERVICES

REVOCATION PLACEMENT

Revocations may be confined to the START facility from 10-120 days. During this time, offenders are expected to maintain clear conduct and participate in program and work assignments. Case managers will attempt to salvage a community placement for eligible offenders. Failure to follow program recommendations and/or excessive or major disciplinary violations may result in termination and the transfer of the offender to MSP.

SANCTION PLACEMENT

Sanctions of 30 days or less may be imposed. However, sanctions in excess of 30 days may be approved by the ACCD administrator. A sanction could be considered a “wake-up” call for the offender. A hearings officer warns an offender that his freedom is in jeopardy.

Sanctioned offenders are also expected to maintain clear conduct and participate in program and work assignments. Sanctioned offenders will be returned to their previous status or program assignment upon successful completion of the sanction. Failure to follow START program recommendations and/or excessive or major disciplinary violations may result in additional formal disciplinary action which may include program termination, revocation and the transfer of the offender to MSP. Special conditions and/or limitations concerning sanction length may apply to certain classes of offenders such as probationers.

ASSESSMENT

Sanction and revocation admissions serving more than 10 days typically are assessed during the first week of their confinement for treatment, program and aftercare needs. Intake assessment tools include those needed to determine level of service needed, medical and mental health screenings, alcohol screenings and a treatment plan.

PROGRAMS

After the initial screening and assessment has been completed, an offender may be assigned to one or more of the following programs:

- ❖ Cognitive programs and restructuring
- ❖ Criminal thinking errors
- ❖ Anger management
- ❖ Relapse prevention
- ❖ Life skills
- ❖ Changes program
- ❖ Alcoholics Anonymous

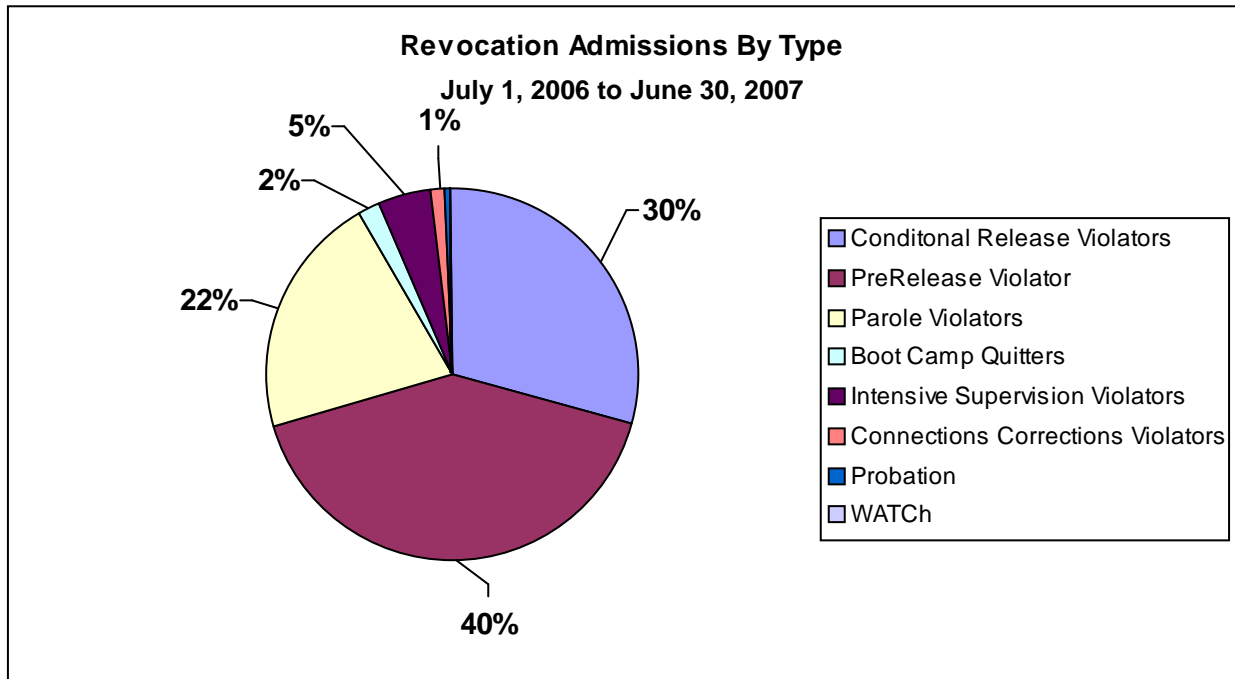
In addition, the chaplain visits the facility on a weekly basis. Also, offenders not precluded from manual labor due to medical or other reasons are assigned to a work program, placed on a work roster, and rotated through various facility work assignments.

Dayroom, yard, and gym recreation are permitted during scheduled times when offenders are not attending groups or work assignments. These activities are directly supervised by staff.

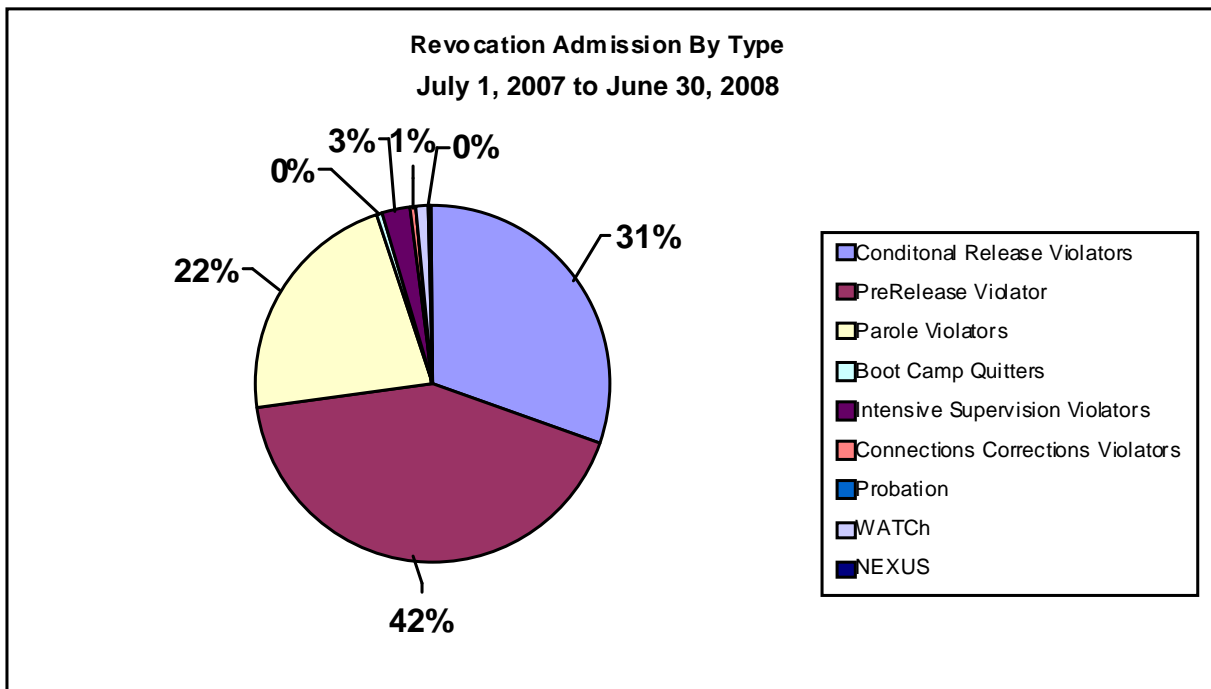
SECURITY PROGRAM

Security staff provides direct supervision seven days a week, 24 hours a day. Offender pat searches, cell searches, area searches and inspections are conducted on a routine and random basis. All offenders are required to submit drug test samples at intake and on a random basis during their stay. A minimum of seven counts are conducted daily. Offenders are returned to their cells, and the facility is placed on lockdown status for official and emergency counts from 10:30 p.m. to 5:30 a.m. Census checks are conducted on a random basis as needed. Offenders are confined to the facility, and escorts outside of the facility typically require direct staff supervision and full restraints. The facility is equipped with a four-cell wing that can be used as a locked housing unit.

STATISTICS



The START program also admitted 243 sanctioned offenders and four holds for total admissions of 673 offenders in FY2007, and 338 sanctions and seven holds for total admissions of 816 offenders in FY2008.



START Admissions

July 2006 thru June 2007													
Type of Revocations Admitted	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Conditional Release Violators	11	9	8	12	14	3	11	12	9	10	15	12	126
Prerelease Violators	17	18	7	17	15	18	13	8	19	10	19	12	173
Parole Violators	10	12	6	11	6	8	9	7	2	8	8	5	92
Boot Camp Quitters	0	3	0	2	0	1	2	0	0	0	0	0	8
ISP Violators	0	0	2	3	1	0	3	3	3	1	2	2	20
Connections Corrections	1	0	0	0	0	0	1	3	0	0	0	0	5
Probation	0	0	1	0	1	0	0	0	0	0	0	0	2
WATCH	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	39	42	24	45	37	30	39	33	33	29	44	31	426

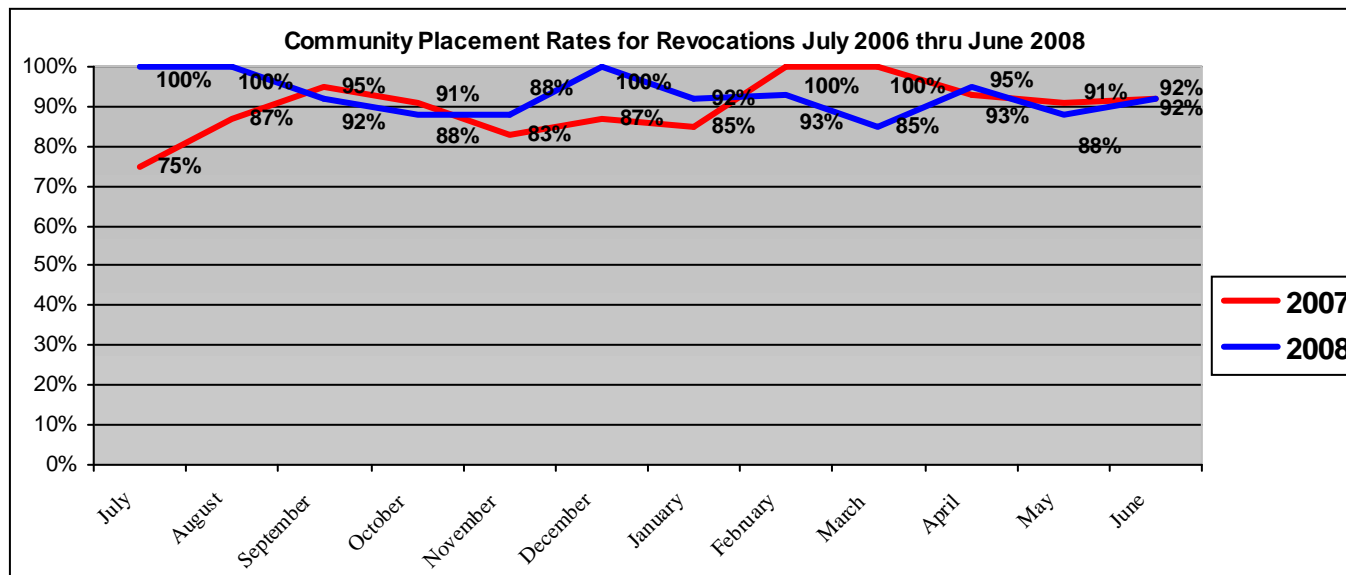
July 01, 2007 thru June 30, 2008													
Type of Revocations Admitted	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Conditional Release Violators	16	11	8	9	7	11	15	12	12	12	16	15	144
Prerelease Violators	15	15	20	18	13	10	23	14	16	27	10	18	199
Parole Violators	7	4	9	10	4	14	10	11	12	6	10	8	105
Boot Camp Quitters	0	1	0	0	0	0	0	0	0	1	0	0	2
ISP Violators	1	4	3	1	3	0	0	0	0	0	0	0	12
Connections Corrections	0	0	0	0	0	0	0	1	2	0	0	0	3
Probation	0	0	0	0	0	0	0	0	0	0	0	0	0
WATCH	0	0	0	1	0	0	0	1	0	2	0	1	5
NEXUS	0	0	0	0	0	0	0	0	0	1	0	0	1
Total	39	35	40	39	27	35	48	39	42	49	36	42	471

One goal of the START Program is to divert prison placement by a rate of no less than 50%. From July 2006 to June 2008 our diversion success rate of 91% clearly exceeds the original goal and validates the programs effectiveness. The high success rate has resulted in a cost savings for the tax payer and a reduction in prison overcrowding. BOPP Mandates, Felony Warrants and MSP Infirmary remands are not counted in our success/failure rate because they are unable to participate in the program.

START Program Community Placement Rates for Revocations

<i>July 2006 - June 2007</i>											
July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June
75%	87%	95%	91%	83%	87%	85%	100%	100%	93%	91%	92%

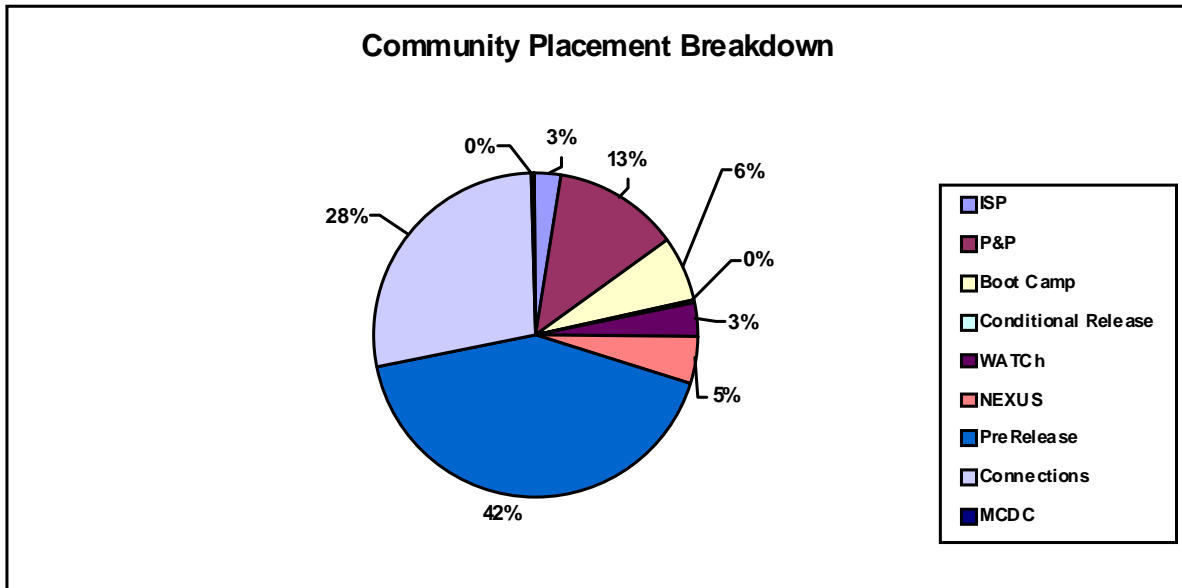
<i>July 2007 - June 2008</i>											
July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June
100%	100%	92%	88%	88%	100%	92%	93%	85%	95%	88%	92%



The statistics from July 2006 through June 2008 demonstrate the high percentage of offenders returned to the community rather than being sent to prison

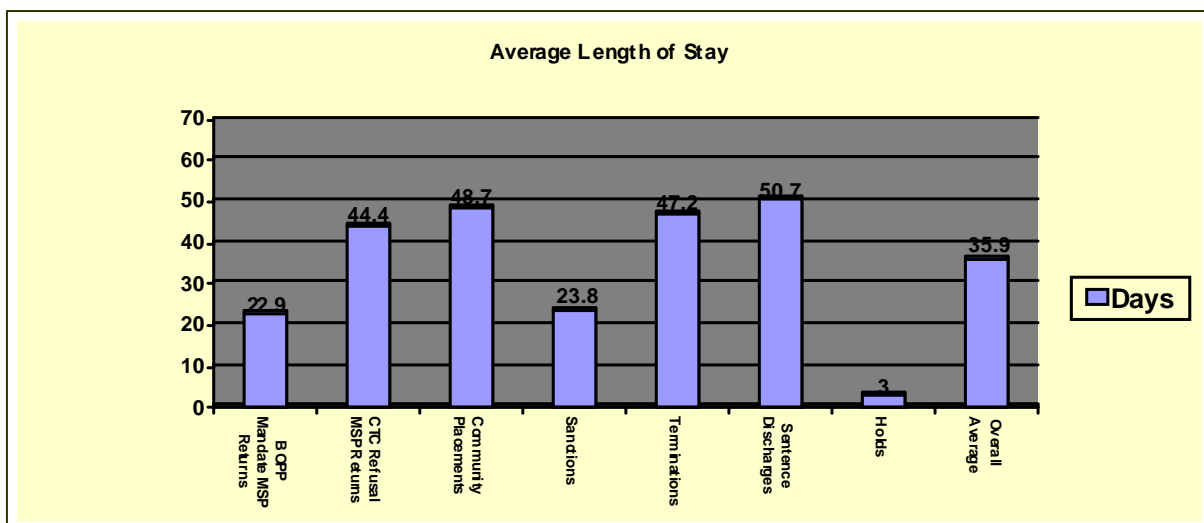
START Community Placement Breakdown

July 2006 - June 2008	
Community Placement	
Intensive Supervision Program (ISP)	18
Probation & Parole (P&P)	86
Boot Camp	43
Conditional Release	2
WATCH	23
NEXUS	31
Prerelease Centers	283
Connections Corrections	190
Montana Chemical Dependency Center (MCDC)	2
Total	678



This chart shows which community corrections programs the offenders have transferred to after completing the START program.

START Average Length Of Stay	
	Days
BOPP Mandate MSP Returns	22.9
CTC Refusal MSP Returns	44.4
Community Placements (revocations)	48.7
Sanctions	23.8
Terminations	47.2
Sentence Discharges	50.7
Holds	3
Infirmiry Placements	4
Overall Average	35.9



Treasure State Correctional Training Center Boot Camp Program



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PROGRAM HISTORY

The Treasure State Correctional Training Center (TSCTC or boot camp) was established in July 1993 in the Swan Valley as an alternative to long-term incarceration, a method of reducing the long-term cost of keeping selected offenders incarcerated, a positive atmosphere for change and, most importantly, an opportunity to reduce the number of crime victims. The boot camp was moved to a site near MSP in October 1997, and accepted the first group of offenders the following month. There were few operational changes made to the program, and it remains under the supervision of the ACCD of the DOC.

GOALS, MISSION, PURPOSE

The boot camp is an adult correctional facility for male offenders (called trainees while in the program). The program involves accountability, strict discipline, regimentation and physical fitness, and is based on a military format that stresses military tradition, discipline, bearing, physical training, and drill and ceremony. The 90- to 120-day program combines treatment and rehabilitation programming in an intensive, structured and disciplined correctional environment. Boot camp is a voluntary program, and all offenders are required to sign a waiver stating they have been informed about the program and that certain privileges, which may be afforded at other correctional facilities, are not available to them in this program. They must agree to abide by the strict discipline and physical standards while adhering to an intensive treatment program.

Accountability: "I will take the credit or the blame for my actions." This is one of the foundations of the boot camp program. Holding offenders accountable for the harm they have done to others is a fundamental goal of the program.

ELIGIBILITY REQUIREMENTS

Offenders who volunteer for the program are initially screened by the program's institutional P&P officer, who verifies the offender meets eligibility requirements. To be eligible, an offender:

1. Must be convicted of a felony offense other than that punishable by a death sentence
2. Must not have outstanding warrants or detainer
3. Must pass a physical exam and ensure sufficient health for participation
4. May not have been admitted to the program more than twice

If the offender meets the eligibility requirements, the case is presented to the program's screening committee. This committee is comprised of the local sheriff, a community member, and boot camp and DOC staff. Members complete another in-depth review of the offender's criminal case and involvement with the criminal justice system.

Offenders screened for the program are referred from a broad range of correctional entities: MSP, regional prisons, DOC placements, and referrals from district court for individuals on probationary status.

All offenders accepted into the boot camp must have a recommendation from their sentencing judge, the BOPP or DOC. Statutes do not allow the courts to make direct commitments to the program; however, the court may recommend an offender for the program. Placement is contingent upon the offender meeting the eligibility requirements criteria and approval of the screening committee.

COST OF SUPERVISION

TSCTC's daily cost is \$101 per offender, with an average length of stay of 107 days, which results in a typical cost per stay of \$10,807. Fiscal 2008 graduates totaled 147.

CAPACITY

TSCTC was designed to accommodate 60 offenders. The average daily population for fiscal year 2008 was 54.

FUNCTIONS OF PROGRAM

Offenders are held to strict standards of discipline. Rules are enforced quickly with immediate consequences. The boot camp strives to make offenders learn to follow the rules; however, learning discipline by itself does not prevent offenders from victimizing others again. Enforcing strict discipline adds stress that is used to create receptiveness in offenders. With the improved receptiveness, offenders then attend treatment programs.

SERVICES

Offenders are required to participate in all treatment and education programs. If an offender has a high school diploma or a GED and tests below the seventh grade level, he is required to participate in the school program. If an offender does not have a GED or high school diploma, he must prepare for and, if possible, complete the GED examination.

Programs include:

- | | |
|---|--------------------------|
| ❖ Anger management | ❖ Victim Impact |
| ❖ Cognitive restructuring | ❖ School |
| ❖ Accountability and relapse prevention | ❖ Psychological services |
| ❖ Substance abuse counseling | ❖ Religious services |
| ❖ Victimology | |

MONITORING PROGRESS

The boot camp program has five phases. Intake occurs every third Wednesday and graduations occur almost weekly depending on when offenders' individual program requirements are satisfied. There are four squads at different phases in the program at all times. Offenders do not necessarily stay with the same squad as when they arrived. An offender may be demoted to a lower squad depending on attitude, progress and discipline. Each phase has minimum standards that must be satisfied before progressing to the next phase. The program's review team evaluates offenders' progress to the next phase. The team reviews all written documentation and listens to oral reports from program facilitators and drill staff when determining whether an offender should advance or regress in the program. Offenders are given the opportunity to address the program review team and discuss their progress.

COMPLETION

Upon graduation, a large majority of offenders (now known as booters) are transferred to the Great Falls Aftercare Program, where they will stay up to 90 days while awaiting sentence reduction paperwork to be processed and/or release planning to be accomplished. A select few may be released to the P&P Bureau or another PRC directly from graduation and, at times, an offender may be required to complete an additional treatment program prior to placement at the aftercare program.

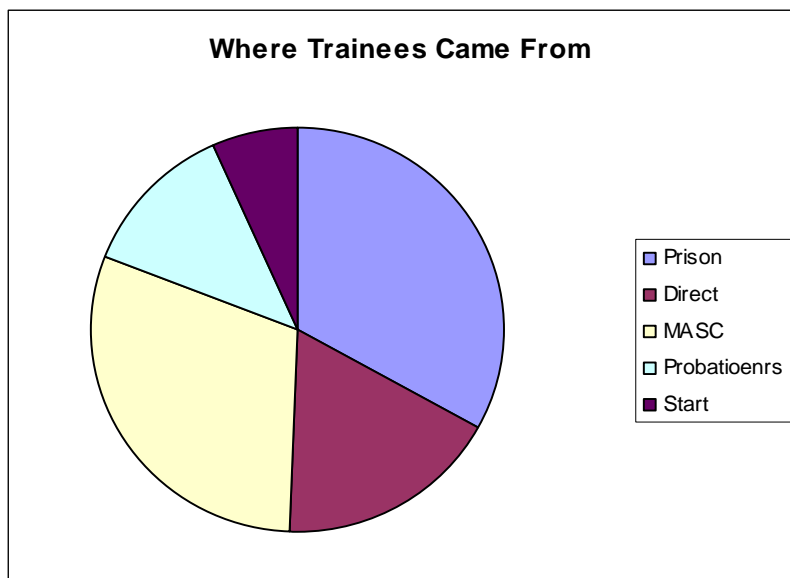
The release plan is coordinated through the boot camp's institutional P&P officer, the P&P officer at the aftercare program, the sentencing court, and the P&P officer in the receiving community. Once an offender enters the community, and depending on the location of the local P&P office, he may be assigned to a specialized P&P officer. Boot camp staff travels to probation offices to further assist offenders in their rehabilitation.

STATISTICS

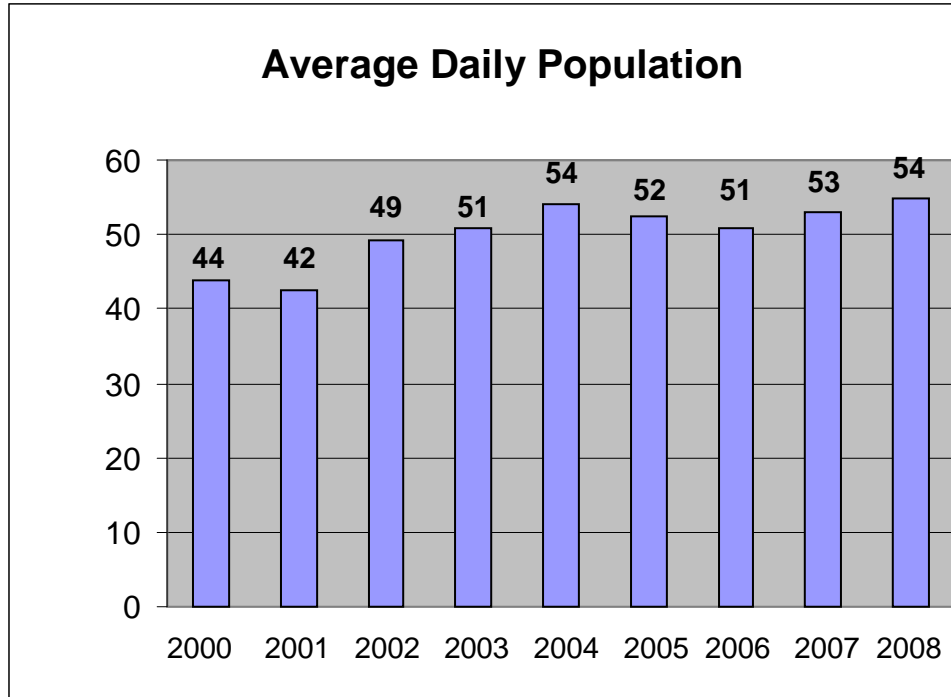
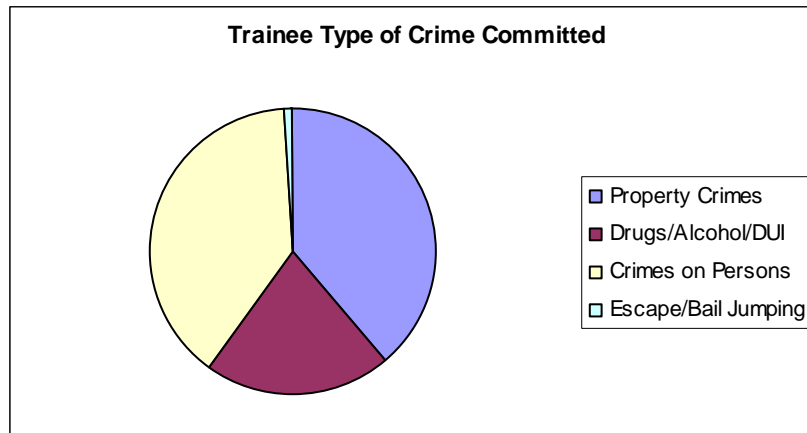
July 2006 through June 2008

Number of Graduates:	397	graduates
Average Graduate Length of Stay:	107	days
Average Age:	24	years old

Where Trainees Came From:		%
Prison	231	33.09%
Direct	122	17.48%
MASC	211	30.23%
Probationers	88	12.61%
Start	46	6.59%
Total	698	100.00%



Type of Crime		%
Property Crimes	270	38.9%
Drugs/Alcohol/DUI	144	20.8%
Crimes on Persons	275	39.6%
Escape/Bail Jumping	5	0.7%
Total	694	100.0%



GLOSSARY OF ACRONYMS

ACCD.....	Adult Community Corrections Division
BOPP	Board of Pardons and Parole
CCP	Connections Corrections Program
DOC	Department of Corrections
ISP	Intensive Supervision Program
MASC.....	Missoula Assessment and Sanction Center
MSP	Montana State Prison
MWP	Montana Women's Prison
OMIS.....	Offender Management Information System
P&P	Probation & Parole
PRC	Prerelease Center
PSI	Pre-sentence Investigation
START	Sanction Treatment Assessment Revocation & Transition
TSCTC.....	Treasure State Correctional Training Center
WATCH	Warm Springs Addictions Treatment & Change Program